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ABSTRACT

This document is intended to help Job Corps centers and Office of Acquisition Policy contractors establish linkages with one-stop systems. Chapter 1 summarizes the requirements for linkages between Job Corps and one-stop systems that are specified in the Workforce Investment Act (WIA) of 1998 and compares one-stop delivery systems before and under the WIA. Chapters 2-5 detail the challenges entailed in establishing four types of linkages and strategies for overcoming them. The linkages and challenges discussed are as follows: (1) organizational linkages (developing an effective memorandum of understanding; coordinating the governance of one-stop and Job Corps systems; linking the operations of the one-stop and Job Corps systems; developing staff capacity to carry out effective linkages); (2) recruitment and referral linkages (developing effective joint marketing procedures with one-stop systems; developing effective referral procedures; reducing competition for youth customers); (3) coordinated service linkages (linking Job Corps participants to one-stop training to enhance Job Corps training; ensuring access to additional supportive services); and (4) placement linkages (helping Job Corps youth access one-stop core placement services; encouraging them to use one-stop intensive services; linking them to additional training programs through one-stop; encouraging them to use one-stop postplacement services; reducing competition between Job Corps and one-stop partners for job openings). (MN)

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Developing Effective Linkages Between Job Corps and One-Stop Systems: A Technical Assistance Guide

January 1999

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EXECUTIVE SUMMARY

The Workforce Investment Act (WIA) of 1998 calls for a comprehensive reform of the nation's job training system and a major change in the way services are delivered. WIA requires that customers be able to access services through a One-Stop delivery system through which customers can access a set of core services and link to intensive services and training services for which they are eligible.

Under WIA, Job Corps continues to operate as a separate program with a separate delivery system. Nonetheless, WIA indicates that Job Corps is a required One-Stop partner and encourages Job Corps to coordinate and collaborate with the One-Stop system at the organizational level, in recruiting youth, in providing core and intensive services, and in providing placement and post-placement services.

The purpose of this Technical Assistance Guide is to provide Job Corps centers and OAP contractors with information about a wide range of strategies to link with One-Stop systems. These strategies represent some of the "best practices" that Job Corps centers and OAP contractors have already developed to link with One-Stop systems. This guide is intended to serve as a resource for the Job Corps community to guide its efforts in building effective linkages with One-Stop systems.

The information about best practices was obtained through telephone interviews with respondents from numerous Job Corps and One-Stop systems across the nation. Below we present some of the common challenges that these Job Corps and One-Stop systems faced in developing linkages and the strategies they used to address those challenges.

ORGANIZATIONAL LINKAGES

WIA encourages linkages between Job Corps and One-Stop in the organization of the two systems. WIA recognizes the importance of organizational linkages by making Job Corps a required partner of the One-Stop system, which means that One-Stop and Job Corps could develop agreements about how to cooperate and Job Corps could participate in some way in One-Stop operations. Below we present strategies that Job Corps and One-Stop administrators and staff have developed to address the challenges of developing effective organizational linkages between their two systems.

Challenge 1: Developing Memorandums of Understanding

In establishing Job Corps as a mandatory One-Stop partner, WIA requires that local Workforce Investment Boards (WIBs), with agreement from the local elected official, enter into a memorandum of understanding (MOU) with Job Corps. WIA indicates that such MOU, at a minimum, include (1) the services to be provided through One-Stop, (2) how the costs of such services and operational costs of the system will be funded, (3) methods for referral of individuals between the One-Stop operator and One-Stop partners, and (4) duration and procedures for amending the MOU.

Job Corps entities, both OAP contractors and Job Corps center operators, that have already developed MOUs with One-Stop systems made several recommendations for additional areas that can be included in MOUs to make such agreements effective, including for example, identifying what each system is to do and the procedures to co-enroll participants in Job Corps and other programs.

Challenge 2: Coordinating the Governance of One-Stop and Job Corps Systems

Collaboration between One-Stop and Job Corps can also be enhanced by coordinating the governance of the two systems so that both can benefit from consistent planning for youth services, consistent policy making, and consistent operational procedures. Sites with existing linkages between Job Corps and One-Stop systems used three different strategies, alone or in combination, to accomplish these governance linkages.

- ***Participating in oversight boards.*** Job Corps staff can participate in a variety of One-Stop governing boards, including Youth Councils. WIA requires that One-Stop Youth Councils shall include "representatives of the Job Corps, as appropriate." In some local areas, Job Corps is already represented on youth-related committees of the One-Stop governing board.
- ***Participating in management teams.*** A second strategy to coordinate governance is for Job Corps staff to participate in One-Stop management teams with other partners. This strategy allows Job Corps staff to have an equal voice with other partner programs on how the One-Stop center operates.
- ***Participating in staff meetings***. A third strategy is for Job Corps staff to attend One-Stop staff meetings so that they can have input on One-Stop center policies and procedures.

Challenge 3: Linking the Operations of Job Corps and One-Stop Systems

As a required partner, WIA indicates that Job Corps can participate in the operations of One-Stop systems. Local Job Corps systems with existing One-Stop linkages have used three different strategies to coordinate operations, involving a combination of location and staffing arrangements.

- ***Integrating staff.*** One strategy is for Job Corps staff to conduct some functions for the One-Stop center, including staffing the common intake desk and resource room on a rotating basis. An advantage of this strategy is that Job Corps truly becomes a program that is promoted within the One-Stop center. It should be noted, however, that even in sites with the most integrated staff, One-Stop staff did not conduct the intake for the Job Corps program. Job Corps eligibility determination and screening were always solely the responsibility of Job Corps staff.

- ***Co-locating but maintaining separate staffing.*** The second strategy is to co-locate Job Corps staff at the One-Stop center, but not have Job Corps staff conduct any One-Stop functions. This strategy can increase the visibility of Job Corps in the One-Stop center and facilitate staff from both systems learning about youth-related services. A disadvantage is that Job Corps may be viewed as a less integral part of the One-Stop system.

- ***Maintaining separate locations but linking activities.*** The final strategy is for Job Corps to maintain a separate location from the One-Stop center, but to have strong linkages in activities and services. This approach is often referred to as "no wrong door" because customers can learn about appropriate services and take initial steps to access services regardless of which office they come to initially.

Challenge 4: Building Staff Capacity to Carry Out Effective Linkages

One of the major challenges to linking Job Corps and One-Stop systems is the lack of good information about Job Corps among One-Stop staff and visa versa. Both regional and local Job Corps staff indicated that One-Stop staff are often unfamiliar with Job Corps' target groups, its services, and its unique residential nature. At the sites contacted, several strategies were used to build staff capacity for both Job Corps and One-Stop staff about each other's services.

- ***Providing cross-training to Job Corps and One-Stop staff.*** Many local staff found that providing staff training about Job Corps and One-Stop was helpful, whether staff were co-located or not. For example, Job Corps and One-Stop staff can make presentations about their services.

- ***Providing tours of Job Corps Centers.*** Job Corps Centers located near a One-Stop center can arrange for One-Stop staff to tour the Job Corps Center.
- ***Developing procedures for ongoing communication.*** Examples of these procedures include linking e-mail, voice-mail, and MIS systems.

RECRUITMENT LINKAGES

WIA indicates that the recruitment, screening, and selection of Job Corps participants should be implemented "to the extent practicable" through arrangements with One-Stop centers. Thus, the legislation does not necessarily require using One-Stop partners to conduct OA functions, only that strong consideration be given to implementing OA functions through arrangements with One-Stop. Coordinating recruitment activities with One-Stop systems can increase the pool of youth from which to select and potentially result in enrolling more appropriate youth into Job Corps.

Challenge 1: Developing Joint Marketing Procedures with One-Stop

Some local Job Corps staff reported that marketing Job Corps services through One-Stop systems can increase referrals of youth customers and reduce the duplication efforts. Strategies to effectively market Job Corps within One-Stop systems, include the following.

- ***Participating in oversight boards.*** Job Corps staff can participate in a variety of One-Stop governing boards, including Youth Councils. WIA requires that One-Stop Youth Councils shall include "representatives of the Job Corps, as appropriate." In some local areas, Job Corps is already represented on youth-related committees of the One-Stop governing board.
- ***Participating in management teams.*** A second strategy to coordinate governance is for Job Corps staff to participate in One-Stop management teams with other partners. This strategy allows Job Corps staff to have an equal voice with other partner programs on how the One-Stop center operates.
- ***Including Job Corps and One-Stop in each other's marketing efforts.*** A third strategy is to jointly market each others' services in community wide events, such as job fairs sponsored by One-Stop. Some One-Stop staff also present Job Corps as a training option during one-on-one meetings with youth applicants.

Challenge 2: Developing Effective Referral Procedures

Most Job Corps local systems found it useful to develop clear standards and procedures for referring youth applicants to and from One-Stop systems. These approaches include the following:

- ***Making active referrals to ensure a "no-wrong door approach."*** DOL has indicated that customers need to encounter "no wrong door" when applying for services so that they can learn about appropriate services, regardless of which program they initially contact. This approach requires that staff "actively refer" youth and follow-up on referrals to ensure that youth actually receive services. For example, OA and One-Stop staff can make telephone referrals, develop forms to document referrals, and schedule intake appointments at One-Stop centers.
- ***Job Corps helping staff the One-Stop intake desk.*** A second strategy is for OAP staff to help staff the One-Stop intake desk. OAP staff who work at the One-Stop intake desk can identify potential Job Corps participants and direct youth to appropriate Job Corps staff.
- ***Including Job Corps in One-Stop intake form.*** Some One-Stop centers include Job Corps in the common intake form, on which youth applicants can indicate their interest in Job Corps or other youth services. Youth applicants are then directly referred to Job Corps staff.
- ***Designating a key staff liaison to coordinate referrals.*** Another strategy is to designate a key OA or One-Stop staff liaison to handle referrals so that applicants can be processed efficiently and effectively.

Challenge 3: Reducing Competition for Youth Customers between Job Corps and One-Stop

One of the most difficult challenges facing Job Corps is to reduce competition with One-Stop partners for youth customers. Some examples of strategies to lessen competition and gain cooperation from a wide range of constituents include the following.

- ***Defining Job Corps' role in One-Stop systems.*** One strategy to gain cooperation from One-Stop partners is to emphasize that Job Corps is different from other youth programs. For example, Job Corps staff can emphasize that the Job Corps program: (1) benefits special youth populations, (2) is flexible in scheduling enrollment of youth, especially because of the open-entry, open-exit nature of the program, and (3) is a community resource and contributes to the local community at large.

- ***Sharing credit for client outcomes.*** Another strategy to reduce competition is to co-enroll participants and share credit for client outcomes so that both systems can see the tangible benefits to collaboration.

SERVICE LINKAGES

Although WIA does not require Job Corps to establish linkages with One-Stop for training-related services, One-Stop partners can offer opportunities to enhance training activities and supportive services for Job Corps participants. Job Corps systems face some challenges, however, as they seek to coordinate services with One-Stop systems.

Challenge 1: Linking Job Corps Participants to Training through One-Stop Centers

Job Corps participants can benefit from a variety of training activities available through One-Stop centers, including vocational and GED training. Job Corps systems also benefit because they can broaden the available services to youth at no additional cost. Examples of strategies to link Job Corps participants to training through One-Stop centers include:

- ***Using One-Stop Centers for School-to-Work training.*** One strategy is for Job Corps to collaborate with One-Stop systems to enhance their work-based and school-based learning by making use of One-Stop resources to gather information about worksites and additional training opportunities.
- ***Co-enrolling participants in vocational training through One-Stop systems.*** To provide vocational training options not offered at a given center, some Job Corps Centers co-enroll participants in vocational training programs offered by One-Stop partners.
- ***Co-enrolling participants in GED training through One-Stop.*** Another strategy is to coordinate GED instruction with One-Stop centers to meet the special needs of Job Corps participants. For example, in local areas where Job Corps participants are unable to complete their GED program in Job Corps, youth can co-enroll in a GED course at local a One-Stop center or at one of the One-Stop partner agencies.

Challenge 2: Providing Access to Additional Supportive Services

Because WIA authorizes a wide range of supportive services for One-Stop customers, a number of social service agencies will be linked to One-Stop centers. Job Corps systems can

benefit from increased linkages with One-Stop systems so that participants can access additional supportive services not available through Job Corps. Local Job Corps Center and OAP staff used the following strategies to provide access to additional supportive services through One-Stop systems.

- ***Using One-Stop electronic databases to find out about supportive services in the community.*** Job Corps staff frequently use electronic One-Stop databases to learn about additional supportive services for participants. For example, in one local area, OAP staff and youth customers can use a countywide childcare provider database available at the One-Stop center to help participants locate childcare providers.
- ***Making active referrals to One-Stop partners.*** When participants have special needs, Job Corps staff actively refer them to local One-Stop centers for additional supportive services.
- ***Co-enrolling to increase access to supportive services.*** Several sites reported that Job Corps students who co-enroll with local One-Stop partners can have access to additional supportive services to address unmet needs they may have during training, such as child care assistance.

PLACEMENT LINKAGES

WIA's strongest encouragement of One-Stop linkages is in the area of job placement. The legislation indicates that, in arranging for placement of graduates in jobs, Job Corps should use One-Stop systems "to the fullest extent possible." As with OA functions, the legislation does not explicitly require the use of One-Stop partners to perform placement functions, but it strongly encourages Job Corps placement specialists to make use of One-Stop placement resources.

Challenge 1: Helping Job Corps Youth Access One-Stop Core Placement Services

Many One-Stop core services are available on a self-access basis in resource rooms in One-Stop centers. Several Job Corps sites have developed strategies to help Job Corps youth use these self-access services effectively.

- ***Teaching Job Corps youth to use One-Stop self-access services.*** One strategy to help Job Corps youth use One-Stop resources is for Job Corps placement specialists to tutor youth about how to use the various job search tools. For example, OAP staff can walk participants through the job listings and assist them

in getting their resumes on-line or escort small groups of Job Corps participants to a nearby One-Stop center and teach them how to use the resources.

- ***Accessing One-Stop resources electronically.*** A second strategy is for Job Corps centers or placement contractors to establish electronic linkages to the information available in the One-Stop system. For example, a few Job Corps Centers have One-Stop "kiosks" with remote access to One-Stop centers on-site. In addition, Job Corps Centers can provide access to One-Stop resources via the Internet.

Challenge 2: Encouraging Job Corps Youth to Use One-Stop Intensive Services

One-Stop intensive services can complement Job Corps efforts to help youth choose careers, learn about the world of work, and learn how to search for a job. Typically customers must be enrolled in a specific partner program to participate in these more intensive services. The challenge for Job Corps is to develop procedures to link Job Corps youth to those partners providing more intensive One-Stop services.

Examples of strategies that local Job Corps systems developed to actively help Job Corps participants enroll in intensive services, such as workshops, include the following: (1) arranging with the sponsoring program to make slots available for Job Corps youth, (2) arranging the logistics that allow Job Corps youth to attend the workshops, such as transportation to the One-Stop center, and (3) linking the content of Job Corps and One-Stop workshops so that participants see the benefit of attending both.

Challenge 3: Linking Job Corps Youth to Additional Training Programs through One-Stop

Linkages with One-Stop can enhance the ability to place Job Corps youth into additional training because One-Stop centers offer substantial information about training resources available in the local community. For example, some Job Corps Center staff provide youth with up-to-date information about alternative training resources available through One-Stop partner agencies.

Challenge 4: Encouraging Youth to Use One-Stop Post-Placement Services

WIA emphasizes providing post-placement services to Job Corps youth who enter employment to help them retain employment. To succeed on the 6- and 12-month employment retention standards, Job Corps may need to help youth become reemployed if they lose their job

after placement or assist them in accessing supportive services that will enable them to stay employed.

Although few local Job Corps systems currently have extensive linkages to ensure post-placement services, Job Corps respondents believe that with effective One-Stop linkages, youth can learn about immediate and long-term jobs through One-Stop centers and use One-Stop centers to meet their future employment needs.

Challenge 5: Reducing Competition between Job Corps and One-Stop Partners for Job Openings

As with recruitment, competition between Job Corps and One-Stop staff can pose a significant barrier to developing effective placement linkages. Several sites have tried to lessen this competition, using the following strategies.

- ***Co-enrolling youth in multiple programs.*** To reduce competition for job openings, some local Job Corps Centers and OAP staff co-enroll youth in multiple programs so that programs can share credit for positive outcomes.
- ***Sharing job listings.*** Job Corps and One-Stop can also share all job listings with each other's systems. In this way, Job Corps and other programs can be assured that, even though they give other programs access to their job listings, they will also benefit by receiving additional job openings from those programs and can share credit for client outcomes.
- ***Sharing facilities and staff.*** The third strategy to reducing competition is for One-Stop and Job Corps to share facilities and staff. For example, in local areas where One-Stop and Job Corps jointly staffed some activities, the relationship between Job Corps and One-Stop staff tended to be cooperative and collaborative.

I. INTRODUCTION

The Workforce Investment Act (WIA) of 1998 calls for a comprehensive reform of the nation's job training system. Replacing the Job Training Partnership Act (JTPA) that previously authorized Job Corps and many other Department of Labor (DOL) funded employment and training programs, WIA represents a major change in the way services are delivered.

WIA requires that customers be able to access services through a One-Stop delivery system. Each local area is to have at least one One-Stop center at which customers can access a set of core services and link to intensive services and training services for which they are eligible. According to DOL, under WIA "multiple employment and training programs will be integrated at the 'street level' through the One-Stop delivery system. By building on One-Stop implementation efforts already underway in the vast majority of States, this integrated system will simplify and expand access to services for job seekers and employers. One-Stop systems will unify numerous training, education and employment programs into a single, customer-friendly system. The underlying notion of 'One-Stop' is the integration of programs, services and governance structures."[1]

Under WIA, Job Corps continues as a separate program with a separate delivery system. Nonetheless, WIA indicates that Job Corps is a required One-Stop partner and encourages Job Corps to coordinate and collaborate with the One-Stop system at the organizational level, in recruiting youth, in providing core and intensive services, and in providing placement and post-placement services. The specific ways that Job Corps and One-Stop accomplish these coordination linkages, however, is left to the two systems to develop.

The purpose of this Technical Assistance Guide is to provide Job Corps centers and OAP contractors with information about a wide range of strategies to link with One-Stop systems. These strategies represent some of the "best practices" that Job Corps centers and OAP contractors have already developed to link with One-Stop systems.

Social Policy Research Associates (SPR) developed this guide as part of the Job Corps Capacity Building Project. DOL funded this project to support the Job Corps program's efforts

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[1] *Implementing the Workforce Investment Act of 1998*, U.S. Department of Labor, Washington D.C., 1998.

to coordinate with state and local workforce development systems and enhance community involvement. In the first year of this project, our focus is on helping Job Corps develop linkages with the One-Stop system by (1) identifying successful models for the Job Corps system to link with One-Stop, and (2) providing technical assistance to sites to implement these models of One-Stop linkages.

To generate information about "best practices" in linking Job Corps and One-Stop, we contacted Job Corps regional offices to obtain nominations of Job Corps OAP contractors and Job Corps centers that have developed linkages with One-Stop. We similarly contacted the One-Stop regional and state leads for nominations of One-Stop centers with linkages to the Job Corps system. We then contacted by telephone the nominated sites and interviewed respondents from both Job Corps and One-Stop about their efforts to coordinate.

Among the numerous sites that we contacted, we found 35 sites where Job Corps and One-Stop had developed effective linkages. For each of these sites, we asked respondents about the types of linkages they had developed, the challenges to developing those linkages, and the benefits of those linkages. This Technical Assistance Guide is based on the information we obtained from these telephone contacts.

Our next step is conduct site visits to areas that appear to have particularly well-developed linkages between Job Corps and One-Stop. We have selected 8 sites that we will visit in person to explore in greater depth how these linkages came about and how they actually operate. The information in this Technical Assistance Guide will be updated after these site visits to provide more in-depth case studies of Job Corps and One-Stop coordination.

ORGANIZATION OF THIS GUIDE

The remainder of this chapter provides an overview of the provisions of WIA that affect the coordination between Job Corps and One-Stop systems. We first discuss those provisions that specifically address such coordination and then briefly discuss aspects of the One-Stop system that may affect the coordination between Job Corps and One-Stop.

Chapter II presents strategies that Job Corps can use to link with the One-Stop system at the organizational level. We first present the challenges that Job Corps faces in developing organizational linkages. We then present strategies that Job Corps and One-Stop systems have used to address each of these challenges. Following a similar format, Chapter III presents the

challenges and strategies to developing effective recruitment linkages; Chapter IV presents challenges and strategies for coordinating services for Job Corps participants, and Chapter V presents challenges and strategies to link placement and post-placement services with One-Stop systems.

WIA Requirements for Linkages between Job Corps and One-Stop Systems

Several provisions of WIA explicitly address coordination between the Job Corps and One-Stop systems. Below we highlight these provisions related to Job Corps' participation in the One-Stop system and the types of coordination linkages encouraged by WIA.

Organizational Linkages

WIA indicates that Job Corps is a required partner of the One-Stop delivery system.[2] According to the legislation, such memorandum must specify the services to be provided through the One-Stop delivery system, how the costs of these services will be funded, methods for referral of individuals between One-Stop operator and Job Corps, and the duration of the memorandum.

The partnership arrangement between Job Corps and One-Stop systems can include a wide range of organizational arrangements. As discussed in Chapter II, Job Corps staff can be fully integrated into One-Stop centers, be co-located but separate, or have well-developed mutual referral agreements with One-Stop systems.

WIA also encourages other types of organizational linkages. As part of states' plans, states must include plans to coordinate with Job Corps centers in their states.[3] In addition, WIA calls for Job Corps participation on the One-Stop Youth Councils, when appropriate. It also specifies that knowledge of One-Stop should be a criteria in selection Job Corps operators.[4] Further, the legislation requires that Job Corps Industry Councils "review all the relevant labor market information" in recommending the vocational training opportunities that should be provided at

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[2] Section 121 (b) (1) (B) (i) indicates that programs authorized under Title I of WIA, which includes Job Corps, are required partners in the One-Stop delivery system.

[3] See section 112 (b) (18) (C)

[4] See section 147 (a) (2) (B) (I) (III).

Job Corps centers.[5] Although the legislation does not mention One-Stop by name, One-Stop centers can provide extensive labor market information about employment trends and required skills for different occupations that Industry Councils need.

The new legislation also calls on Job Corps entities to coordinate with One-Stop systems in several other ways. Although the legislation stops short of requiring these coordination linkages, the legislation strongly encourages such linkages with language ranging from "to the extent practicable" to "to the fullest extent possible." The encouraged linkages for recruitment, services, and placement are described below.

Recruitment Linkages

WIA indicates that the recruitment, screening, and selection of Job Corps participants should be implemented "to the extent practicable" through arrangements with One-Stop centers.[6] Thus, the legislation does not necessary encourage using One-Stop partners to conduct OA functions, only that these OA functions be implemented through arrangements with One-Stop. In Chapter III, we provide examples of ways that Job Corps has developed recruitment linkages with One-Stop, including joint marketing of services to youth customers and mutual referral arrangements to actively link youth to appropriate programs.

Service Linkages

WIA requires that Job Corps provide enrollees with access to the core and intensive services that are required in One-Stop centers.[7] The legislation does not require that these services be provided to Job Corps participants through One-Stop centers; Job Corps can provide these services directly. But Job Corps can avoid duplication of effort by actively helping Job Corps participants access some of these services in One-Stop centers. In addition, One-Stop systems can offer Job Corps participants access to a wide range of supportive services they may need before, during and after Job Corps participation. In Chapter IV, we present examples of the ways that Job Corps has helped its participants access One-Stop services, either in person or electronically.

Placement Linkages

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[5] See section 154 (c) (2).

[6] See section 145 (3) (A).

[7] See section 148 (a) (1).

WIA's strongest encouragement of One-Stop linkages is in the area of job placement. The legislation indicates that, in arranging for placement of graduates in jobs, Job Corps should use One-Stop systems "to the fullest extent possible."[8] As with OA functions, the legislation does not necessarily encourage the use of One-Stop partners to perform placement functions, but it strongly encourages Job Corps placement specialists to make use of One-Stop placement resources. In addition, the legislation indicates that the Job Corps community liaison is responsible for establishing relationships and networks with One-Stop for the purpose of providing job opportunities to Job Corps graduates.[9]

As discussed in Chapter V, these placement linkages can include (1) One-Stop and Job Corps sharing employer networks; (2) Job Corps using labor market information for the local area and other areas where Job Corps participants want to relocate; and (3) helping Job Corps participants use One-Stop services. These services include One-Stop resource rooms that contain information on job listings and additional training opportunities; job search workshops and job clubs; and supportive services that Job Corps participants may need to find and retain employment.

WIA also requires continued services for Job Corps graduates for 12 months after they leave the program.[10] In selecting providers for these continuing services, WIA requires that priority be given to One-Stop partners. Because WIA also calls for longer-term performance measures for Job Corps, actively linking Job Corps participants to continuing services available through One-Stop can help Job Corps meet its performance expectations.

ONE-STOP DELIVERY SYSTEMS UNDER WIA

In addition to the provisions specifically addressing the coordination between One-Stop and Job Corps, several characteristics of the One-Stop systems and the new adult and youth programs called for in WIA can affect the coordination between One-Stop and Job Corps. Below, we first identify some of the features of the existing One-Stop systems in many areas; we then highlight characteristics of the One-Stop system envisioned by WIA that can potentially affect Job Corps coordination efforts.

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[8] See section 149 (b).

[9] See section 153 (b) 91) (B).

[10] See section 148 (d).

One-Stop Implementation before WIA

In anticipation of new legislation, DOL provided implementation funding states to develop their One-Stop systems. To receive this funding, DOL required that One-Stop systems include five core partners: JTPA Titles II and III, ES, UI, veterans programs, and older worker programs. Although the design and implementation of One-Stop systems was left to states and local areas, DOL identified four key themes of the One-Stop initiative: universal access to services, improved coordination of services, greater customer choice, and greater accountability.

The implementation of One-Stop systems to date has been highly variable. Although each state by now has received some One-Stop implementation funding, states were funded in waves, so some states now have well-developed systems while others are just at the beginning stages. Further, states did not always fund One-Stop centers in every local area, so within states, the availability of One-Stop centers varies widely.

The organization of existing One-Stop systems also varies widely, ranging from full-scale integration of staff from several programs to programs operating in separate locations but with knowledge of each other's programs and effective referral arrangements so customers encounter "no wrong door" when seeking assistance.

In our discussions with Job Corps staff, many respondents indicated that coordinating with One-Stop systems was difficult because the DOL required One-Stop core partners primarily served adult customers. As a result, many existing One-Stop centers had not focused on youth services and were not pursuing partnerships with youth programs.

One-Stop Delivery Systems under WIA

WIA now requires that states and local areas implement a more uniform, comprehensive approach to the delivery of services through One-Stop systems. WIA requires that all local areas establish at least one full service One-Stop center, specifies a wide range of required partners, and specifies the types of services that must be available at the One-Stop centers.

Importantly, WIA requires that youth programs funded under Title I, chapter 4 be partners in One-Stop systems. Further, WIA specifies a wide range of goals and requires comprehensive services to meet the multiple needs of youth. Thus, WIA aligns the goals of Chapter 4 youth programs more closely with the goals of Job Corps.

These changes make it an auspicious time for Job Corps to seek out linkages with One-Stop systems. All One-Stop centers will now be looking for ways to better incorporate youth services into One-Stop and develop a wider range of youth partners than was typical in the past. Further, One-Stop may be eager to learn more about the comprehensive services offered by Job Corps and to incorporate Job Corps into its menu of services for youth.

Below, we present key features of the One-Stop system called for in WIA and highlight some of the implications of these features for coordination between the One-Stop and Job Corps systems.

Organization and Governance of One-Stop Systems

WIA retains the important roles of states in governing the employment and training programs that were formerly part of JTPA Titles II and III. Funds are allotted to the states, which in turn allocate these funds to the local areas—called Workforce Investment Areas—in which One-Stop systems operate. As part of states' role in providing policy guidance for the One-Stop delivery systems, states must submit to DOL a plan for a 5-year investment strategy for the workforce investment system in the state.

WIA also retains very important functions at the local level. The local Workforce Investment Board is responsible for selecting the One-Stop operator. These operators must either be chosen competitively or be a consortium of at least three of the mandatory partners. Thus, One-Stop centers are not to be simply reconstituted Employment Service (ES) or JTPA offices. The centers must reflect true partnerships among a wide variety of programs.

WIA requires a more uniform approach to One-Stop organization. There must be at least one full-service, co-located One-Stop center in each workforce investment area. The system can be supplemented with additional sites with electronic linkages and referral arrangements (i.e., "no wrong door" linkages).

Further, WIA requires a much broader range of partners than was required by DOL for states to receive implementation funding. Under WIA, the following programs are required partners that must provide core services, when appropriate, and "participate in operations" of the One-Stop center:

- All programs funded under Title 1 (which includes Job Corps).
- Wagner Peyser programs (i.e., ES).

- Adult education and literacy program.
- Vocational Rehabilitation.
- Welfare-to-Work programs.
- Older worker programs.
- Carl Perkins vocational education programs.
- Trade act programs.
- Targeted Jobs Tax Credit programs.
- Employment and training activities under Community Services Block Grants.
- Employment and training programs under HUD.
- UI programs.

Thus, the new One-Stop centers will have a much broader range of partners than was typical in existing One-Stop centers.

Several WIA provisions may affect the ability of Job Corps and One-Stop to collaborate. First, of course, the fact that Job Corps is a required partner should increase the willingness of both One-Stop and Job Corps systems to develop linkages. Second, the requirement that state plans include plans to coordinate with Job Corps should also improve the ability to develop linkages between the two systems. Third, the wider range of required partners may increase the benefits to Job Corps of coordinating with One-Stop. For example, Job Corps can have greater access to a wide range of supportive services for Job Corps youth through One-Stop systems. Through coordination, Job Corps can also have more options for placing Job Corps youth in additional training after they leave Job Corps.

Youth Services

WIA continues to provide separate funding for youth and for adult programs. As noted above, WIA requires that Chapter 4 youth programs be delivered within the One-Stop system. This will represent a substantial change for many existing One-Stop centers that, at least initially, had focused on adult services.

In addition, WIA broadens the goals of these youth programs and calls for more comprehensive services to achieve these goals. WIA explicitly identifies that the purposes of the Chapter 4 youth programs are to:

- Provide youth seeking assistance in achieving academic and employment success with effective and comprehensive activities.
- Ensure on-going mentoring activities to youth by committed adults.
- Provide opportunities for training.
- Provide continued supportive services.
- Provide incentives for recognition and achievement to eligible youth.
- Provide opportunities in activities related to leadership, development, decision making, citizenship, and community service.

To accomplish these goals, WIA requires that each youth participant receive comprehensive assessment and an individual service strategy. It then requires that youth programs make the following specific set of services available through the One-Stop system:

- Dropout prevention including tutoring and study skills training.
- Alternative secondary school services, as appropriate.
- Summer employment opportunities directly linked to academic and vocational learning.
- Work experience, internships, job-shadowing.
- Leadership development, which may include community service and peer-centered activities encouraging responsibility and positive social behaviors.
- Adult mentoring during participation and for a subsequent period for a total of not less than 12 months.
- Follow-up activities for not less than 12 months after participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling.

In contrast to adult services, local areas can still contract with providers to provide these services for youth.

WIA also changes the funding of youth programs. Although summer employment opportunities are required, there is no longer separate funding for this component; it is up to the local area to decide the appropriate mix of summer and year-round services. WIA requires that 30% of the youth funds be spent on out-of-school youth.[11]

WIA also calls for states to be held accountable for performance on core performance indicators. For youth over 18, these core indicators are employment oriented and are the same as those for adults. For youth 14 to 18, core measures include:

- Attainment of basic skills, and as appropriate, work readiness or occupational skills.
- Attainment of high school diploma or GED.
- Placement and retention in postsecondary school, advanced training, employment, apprenticeship, or military.

These legislative provisions for the youth program and services may facilitate coordination between Job Corps with One-Stop youth programs for several reasons. First, because youth programs must now be delivered in One-Stop systems, One-Stop will likely increase their efforts to recruit youth and look for ways to broaden their menu of services for youth. This would create opportunities for Job Corps to coordinate recruitment activities with the One-Stop system.

Second, the broader purposes and more comprehensive services required of the Chapter 4 youth programs make these programs more closely aligned to Job Corps than in the past. Because One-Stop services may complement those available through Job Corps, both systems may be more interested in coordinating to deliver similar services. For example, because both Job Corps and Chapter 4 services emphasize longer-term follow-up services, Job Corps may be able to arrange for post-placement services through linkages with One-Stop systems. As another example, to meet WIA requirements, Chapter 4 youth programs may be seeking out ways to

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[11] Under JTPA, 50% of the enrollees in the year-round program had to be out-of-school youth. However, the summer program had no such requirement, and many areas targeted summer services on in-school youth. Thus, it is not clear whether the new requirements under WIA will increase or decrease the number of out-of-school youth enrolled in youth services.

increase the linkages between work and learning; Job Corps is similarly looking for ways to link work and learning as part of the effort to incorporate school-to-work principles in its training. Both systems could benefit by coordinating in these efforts.

Adult Services

WIA makes substantial changes to the adult programs, in both the services provided and in how those services are to be delivered. With respect to services, WIA requires that One-Stop systems make three tiers of services available: core services, intensive services, and training services. These categories of services are important to Job Corps because Section 148(a)(1) of WIA requires that Job Corps make all these core and intensive services available to Job Corps enrollees, either directly or through referral to One-Stop systems.

The three tiers of services include:

- *Core services,* which are to be available on a universal basis, with no eligibility requirements. Core services must include outreach, intake, eligibility determination, assessment, job search and placement assistance, labor market information, performance information for training providers, information about supportive services in the area, and follow-up services for those placed in jobs. These core services are funded by the Title I adult program funds, ES funds, and—for eligible participants—by categorical programs.
- *Intensive services,* which are required and may include specialized assessment, individual counseling, and career planning, case management, and follow-up services. These services may be provided directly by One-Stop systems or through contracted providers.
- *Training services*, which may include basic skills, occupational skills, OJT, customized training, combined work-place and classroom training, private sector operated training, skills upgrading and retraining, entrepreneurial training, and job readiness training.

The legislation also specifies how individuals can access intensive and training services. Generally, customers are eligible for intensive services only if they cannot find work with core services. Thus, WIA adopts a "work first" strategy that relies on the labor market to screen those who need more intensive services to find employment. However, WIA does allow those who are

assessed as needing more intensive services or those who are currently employed but need more assistance to become self-sufficient to start with intensive services directly.

Customers may receive training services only if they are eligible for intensive services and are unable to obtain or retain employment through such services. Thus again the labor market is used to screen out those who do not need training in order to find employment.

WIA also alters the way that adult training services are delivered. Rather than directly funding specific training providers, as was common under JTPA, adult programs set up Individual Training Accounts (ITAs) for customers who have an approved training plan. These customers can then choose providers of their selected training from a statewide list of eligible providers. To help customers select providers, One-Stop systems are to gather and publish information about the performance of the approved providers.

WIA also establishes an accountability system for adult programs. It identifies core performance measures that apply to all adult services (except informational and self-access services) and to youth services for participants age 19-21. These measure include:

- Entry into unsubsidized employment
- Retention in employment for 6 months after entry into employment.
- Earning at 6 months after entry into employment.
- Attainment of a recognized credential relating to achievement of educational skills or occupational skills.

Several of WIA provisions related to adult services also may affect the coordination between Job Corps and One-Stop systems. First, as noted above, because Job Corps must make core and intensive services available to Job Corps youth, coordination with One-Stop can help Job Corps meet that requirement. Second, because the required One-Stop core services offer more placement assistance that was previously available through the ES, Job Corps can benefit by developing linkages with One-Stop systems to enhance placement of youth leaving Job Corps.

Third, information about alternative training providers that One-Stop must gather can enhance Job Corps' ability to place Job Corps youth in additional training after leaving Job Corps. Fourth, because One-Stop partners will no longer contract directly for training, they will

not need to fill training "slots" of their contracted providers. As a result, the competition between One-Stop and Job Corps for older youth may be lessened.

On the other hand, the "work first" strategy of the adult program is not consistent with Job Corps' emphasis on training services. However, because access to One-Stop training is restricted to those who have first demonstrated that they cannot find work on their own, One-Stop systems may be interested in linking with alternative sources of training, such as Job Corps, that young customers could enter directly, without first trying to find work.

II. ORGANIZATIONAL LINKAGES

WIA encourages linkages between Job Corps and One-Stop in both the organization of the two systems and in the services delivered. WIA recognize the importance of organizational linkages by making Job Corps a required partner of the One-Stop system, which means that One-Stop and Job Corps could develop agreements about how to cooperate and Job Corps could participate in some way in the operations of the center.

Organizational linkages greatly facilitate the linking of services between Job Corps and One-Stop. Although some sites have been able to develop linkages for specific services, such as placement, without organizational linkages, these service linkages are ad hoc and can be easily broken, for example through turnover of staff who have agreed among themselves to coordinate their activities. By far the more effective linkages in services have been supported by first linking the two organizations in some way.

This chapter presents ways that Job Corps and One-Stop can link their two systems organizationally. It begins by presenting the challenges to linking the two systems organizationally and then describes strategies that sites have used to address these challenges.

Both Job Corps and One-Stop face the following challenges in developing effective linkages between their two systems.

- Developing an effective memorandum of understanding.

WIA requires that One-Stop and Job Corps develop agreements to cooperate through a memorandum of understanding. Job Corps and One-Stop need to develop agreements that are effective in establishing principles of cooperation and procedures to guide the implementation of linkages.

- Coordinating the governance of One-Stop and Job Corps systems.

WIA indicates that, as appropriate, Job Corps should be included in the One-Stop governance of youth services by serving on the Youth Council. This and other governance linkages can strengthen Job Corps' role in the community and help ensure that policymaking and planning in the two systems are mutually consistent.

- Linking the operations of the Job Corps and One-Stop systems—including the facilities and staffing—so that both systems can benefit and youth can better access services.

Although WIA requires that Job Corps, as a required partner, participate in the operations of One-Stop center, Job Corps and One-Stop can choose from a wide array of options for such operational linkages, ranging from integrated staffing to well- developed referral arrangements.

- Developing the capacity of One-Stop and Job Corps staff to carry out effective linkages.

A major challenge to establishing effective linkages is the lack of information among One-Stop staff about Job Corps and visa versa. Job Corps and One-Stop, therefore, need to design ways to build the capacity of their staff to coordinate, including providing training to staff about each other's programs and fostering on-going communication between One-Stop and Job Corps staff.

Below we present strategies that Job Corps and One-Stop administrators and staff have developed to address these challenges to developing effective organizational linkages between their two systems.

CHALLENGE 1: DEVELOPING AN EFFECTIVE MEMORANDUM OF UNDERSTANDING

Because Job Corps is a required One-Stop partner, WIA requires that local Workforce Investment Boards (WIBs), with agreement from the local elected official, enter into a memorandum of understanding (MOU) with Job Corps. WIA indicates that such MOUs, at a minimum, include (1) the services to be provided through One-Stop, (2) how the costs of such services and operational costs of the system will be funded, (3) methods for referral of individuals between the One-Stop operator and One-Stop partners, and (4) duration and procedures for amending the MOU.

A number of Job Corps entities, both OAP contractors and Job Corps center operators, have already developed MOUs with One-Stop. Their experiences in using these agreements to guide their activities have led to several recommendations for additional areas that can be included in MOUs to make such agreements effective.

Establishing clear goals. Many respondents emphasized the importance of establishing clear goals of the collaboration between the two systems. Explicit goals "ensure that all parties are clear about what Job Corps wants to accomplish by linking with One-Stop centers," according to one One-Stop director. Further, by comparing the results to the stated goals of

collaboration, both systems can better assess the extent to which the collaboration is working as intended.

Identifying what each party brings to the collaboration. To be effective, both systems must see a benefit to collaboration. Thus, several sites felt that identifying what each system can offer the other system helps each staff see that the agreement is not one-sided but mutual and that their system can benefit from the collaboration.

Specifying in detail what each system is to do. Being as specific as possible about the procedures that each system is to follow in collaborating helps avoid differences in expectations and misunderstanding. As one OAP contractor indicated, "Our agreement works out well because it clearly defines the services to be provided by each system and how the systems will work together." Examples of specific procedures that could be addressed include:

- How referrals will be made between the two systems.
- How referrals will be tracked.
- What services will be available to Job Corps participants.
- How Job Corps participants will be co-enrolled in other programs while participating in those services.
- How information about job openings and placement opportunities will be shared.

Identifying procedures to co-enroll participants in Job Corps and other programs. Many sites indicated that developing co-enrollment procedures so that Job Corps and other programs can "share credit" for the outcomes of co-enrolled participants was essential in facilitating linkages. Otherwise, staff from the two systems tended to compete for youth or for job openings and were reluctant to share information with each other.

Identifying how confidentiality of customers' information will be ensured. Several sites found that concerns about confidentiality arose when trying to share information about clients. Although these issues were ultimately resolved, identifying initially ways to ensure client confidentiality can make staff feel more comfortable about sharing information.

Specifying financial arrangements and agreements to share resources. WIA indicates that MOUs should include cost-sharing arrangements. Most One-Stop centers divide the cost of the facilities among the co-located partners. As one co-located OAP staff indicated, "This space would not be affordable if partners did not cooperate with sharing the rent." Centers may or may

not charge for space for staff who are at the center only part time or for using interview and meeting rooms. Respondents recommend specifying what other resources are included in the cost-sharing arrangements—such as the use of office equipment, like faxes or copiers, or e-mail systems.

To facilitate the process of developing MOUs, several sites recommended seeking out support for collaboration from a variety of sources. Some sites reported that support and encouragement of linkages from Regional Job Corps and state One-Stop staff paved the way to developing linkages at the local level. However, others found that this was not sufficient and needed to seek out local support as well. For example, in two sites, the mayor initiated the inclusion of Job Corps in the One-Stop team.

Examples of Memorandum of Understanding
Example 1. Identifying Mutual Benefits. This OAP contractor has a formal letter of agreement with a One-Stop partner, which solidifies their partnership. It identifies how clients of these program may benefit from services of the other system. It then specifies how referral linkages will work and outlines services to be provided by One-Stop and Job Corps.
Example 2. Clarifying Job Corps' Role in the One-Stop System. This MOU includes language about what Job Corps brings to the One-Stop system, outlines the purpose and key strategies to accomplish the linkages, and specifies staffing arrangements. The director reported that the formal agreement adds legitimacy to the cooperative efforts and helps encourage staff to support collaboration.

CHALLENGE 2: COORDINATING THE GOVERNANCE OF ONE-STOP AND JOB CORPS SYSTEMS

Collaboration between One-Stop and Job Corps can also be enhanced by coordinating the governance of the two systems so that both can benefit from consistent planning for youth services, consistent policy making, and consistent operational procedures. Sites with existing linkages between Job Corps and One-Stop systems used three different strategies, alone or in combination, to accomplish these governance linkages.

Strategy 1: Participating in Oversight Boards

WIA establishes a Youth Council for each local workforce investment area to guide the planning of youth services and indicates that this Council shall include "representatives of the Job Corps, as appropriate." In several of the sites with existing linkages between Job Corps and

One-Stop, Job Corps is already represented on youth-related committees of the One-Stop governing board. For example, in one site the OA director is a member of the One-Stop center's Educational Alternatives committee. As such, she participates in the discussion and planning of future services for youth that will be offered by the center.

In other cases, Job Corps representatives are key members of the full governing broad of the One-Stop system. This level of involvement was more evident for Job Corps centers rather than OAP contractors. For example, the Job Corps center director in one area was part of the One-Stop planning board from the beginning and had a voice in decisions such as location of the One-Stop center and the agencies to include as One-Stop partners.

The governance relationship between Job Corps and One-Stop does not need to be one-sided. In three sites we contacted, One-Stop administrators also participated on Job Corps boards. For example, in one site a representative from the One-Stop center sits on Job Corps Vocational Advisory Board. This One-Stop representative's role is to help ensure that Job Corps has equipment, curriculum, and training resources it needs so that Job Corps graduates will be competitive in the local labor market. In the cases where One-Stop participated on Job Corps boards, the linkages between the two systems were extensive, and a substantial number of participants were co-enrolled in both systems.

Strategy 2: Participating in Management Teams

Most One-Stop centers have cooperative management teams composed of representatives from each key partner program. These teams typically develop procedures for operating the One-Stop system.

In several sites, a Job Corps representative participates on the One-Stop management team. In some cases, Job Corps representatives are full partners in these management teams, having an equal voice with other partner programs in how the center operates. In other cases, especially when Job Corps staff are not co-located at One-Stop centers full time, Job Corps has a more limited role, providing input but not participating in decision making.

Examples of Participation by Job Corps in One-Stop Management Teams
Example 1. Participating as an Equal Partner. In this One-Stop center, a representative from the nearby Job Corps center participates in bi-monthly partners meeting. According to the One-Stop center director, these meetings "give everyone an equal voice" and create a forum where the partners can share information about their programs with each other.

Example 2. Job Corps Hosting a Management Committee Meeting. In this site, the OAP representative, who is co-located at the One-Stop center, participates in the Partners' Group Association, which has representatives from all One-Stop partners. She is an active member and has input on decisions about the services that are provided to youth. The group meets monthly to discuss progress, challenges, new ideas for services, and to assess the need for cross training of staff. The OAP agency hosted one of these meetings at the local Job Corps center.

Example 3. Providing Input to the One-Stop Management Team. In this site, the OAP representative attends the management team meetings with other core partners. Although this member provides input into decisions, this person does not have decision-making authority.

Strategy 3: Participating in Staff Meetings

Even when Job Corps is not part of the management structure, staff still can have input on center procedures by regularly attending One-Stop staff meetings. In many of the sites that we contacted, Job Corps staff meet regularly with other One-Stop staff and, as stated by one respondent, "are treated like any other employees at the One-Stop." These meetings promote "open and regular communication among programs, which enhances everyone's knowledge and provides an effective means to solve problems," according to another respondent.

Challenge 3: Linking the Operations of the One-Stop and Job Corps Systems

Because Job Corps is a required One-Stop partner, WIA indicates that it should participate in the operations of One-Stop systems. Sites with existing linkages between One-Stop and Job Corps have used three different strategies to coordinate operations, involving a combination of location and staffing arrangements.

Strategy 1: Integrating Staff

One strategy is to integrate the Job Corps staff into the One-Stop system so that Job Corps staff conduct some functions for the One-Stop center. Under this approach, each One-Stop partner, including Job Corps, contributes staff to perform common functions. Most often, Job Corps staff help staff the intake desk on a rotating basis. Thus, during some part of each week, Job Corps staff greet customers who come into the center and help direct them to appropriate assistance. In these sites, Job Corps staff also help conduct orientation sessions to inform

customers about the One-Stop center and its services. They also help staff the resource room in which customers can access information about jobs and training opportunities in the area.

In our conversations with Job Corps Regional staff and OAP contractors, several respondents expressed concern about the idea of integrated staffing. These respondents felt that, because of the complex nature of Job Corps intake and specialized nature of Job Corps services, only Job Corps OAP staff were able to determine eligibility for Job Corps and screen participants for Job Corps. It should be noted, therefore, that in none of the sites that we examined, even those with the most integrated staff, did One-Stop staff conduct the intake for the Job Corps program. As we discuss more fully in the next chapter, Job Corps eligibility determination and screening were always solely the responsibility of Job Corps staff. In more integrated arrangements, One-Stop and Job Corps staff share some common responsibilities but each is still responsible for selecting participants into their own program.

One advantage of integrating Job Corps staff into One-Stop is that Job Corps truly becomes a service that is promoted within the One-Stop center. Further, Job Corps staff also become very familiar with other One-Stop partners' programs and can better refer youth who are not suitable for Job Corps to other sources of help. Respondents did, however, identify partially integrating staff makes the Job Corps staff's role more complex.

Examples of Integrating Staff
Example 1. Job Corps Staff Serving as Key Members of One-Stop Team. In this One-Stop center, there is a strong team atmosphere and Job Corps staff have become key members of the One-Stop team. Job Corps staff have been cross-trained in all the other services offered in the One-Stop center, and One-Stop staff have been cross-trained in Job Corps services and target groups. Job Corps staff well as staff from other programs do not have a territorial attitude. As the respondent stated, no one says "this is my client not yours."
Example 2. Job Corps Staff Performing One-Stop Functions. In this One-Stop center, Job Corps OAP staff are integrated into the One-Stop center. In addition to serving on the One-Stop management team, Job Corps staff take turns with other partners in working as the "greeter" to the One-Stop center at the reception desk, orienting customers to the One-Stop center, and staffing the resource room to help job-seekers use the automated information. According to the respondent, being part of the One-Stop center "makes the communication process great."

Strategy 2: Co-locating but Maintaining Separate Staffing

The second strategy is to co-locate Job Corps staff at the One-Stop center, but not have Job Corps staff conduct any One-Stop functions. This strategy offers the advantage of increasing visibility of Job Corps in the One-Stop center and facilitates staff from both systems learning about youth-related services. Further, because Job Corps youth often have knowledge of the One-Stop system, they are more likely to use the One-Stop system in the future.

The disadvantages include the fact that Job Corps may be viewed as a less integral part of the One-Stop system when it does not contribute staff to One-Stop functions. In addition, some Job Corps OA staff reported that community outreach is a very effective recruitment tool and do not want to be located full time in an office. Further, other OA staff need to recruit from a wide area so they do not want to be in a single area full time.

To address these latter two concerns, in some sites Job Corps staff are at One-Stop centers only part time. In these cases, they use One-Stop centers as space where they interview applicants, especially those referred by the One-Stop system. The disadvantage of part time co-location is that Job Corps has less visibility within the One-Stop system.

One respondent pointed out that sharing of Job Corps and One-Stop facilities does not need to be one way. The vocational manager in one Job Corps center suggested that, because the majority of Job Corps facilities are not used by Job Corps during the evening, One-Stop could utilize Job Corps space for adult evening classes.

Examples of Co-locating but Maintaining Separate Staffing

Example 1. Co-locating Full Time to Improve Referrals. This OAP staff member is located in the One-Stop center full time, although he does not perform One-Stop functions and does not regularly attend One-Stop staff meetings. Co-location has increased referrals from One-Stop partners. According to the respondent, "Referrals wouldn't happen much at all if the OAP staff member wasn't here." By being at the One-Stop center, this staff person informally reminds One-Stop staff about Job Corps services.

Example 2. Co-locating to Improve the Visibility of Job Corps. This OAP staff member works full time from the One-Stop center. She reports that Job Corps is much more visible and accessible to the public as a result of co-location with One-Stop. Further, just by being on site, she has become more familiar with the eligibility

requirements and services of other programs, which helps her make better referrals to other programs when potential recruits are not appropriate for Job Corps. One problem she encountered initially was that her office cubicle in the One-Stop center lacked privacy and she needed to gather sensitive information from applicants. She subsequently arranged to use the One-Stop interview rooms, which are very private.

Example 3. Co-locating Part Time. This OAP contractor believes that outreach staff should stay mobile so its staff drive to a number of sites daily to meet with youth in scheduled appointments. However, once a week the OAP staff are co-located at the local One-Stop center. OAP staff use One-Stop meeting rooms to interview applicants who were referred by One-Stop staff. The admissions counselors use their own laptop computers, but have access to a variety of other office equipment while at the One-Stop center.

Strategy 3: Maintaining Separate Locations but Linking Activities

The final strategy is for Job Corps to maintain separate location from the One-Stop center, but to have strong linkages in activities and services. This approach is often referred to as "no wrong door" because customers can learn about appropriate services and take initial steps to access services regardless of which office they come to initially.

The advantage of maintaining separate locations but linking services is that it requires fewer changes to existing Job Corps and One-Stop procedures. The primary disadvantage, however, is that coordinating and mutual referrals will not be effective without substantial commitment and effort on the part of each system. As discussed in detail in the next chapter, for customers to truly encounter "no wrong door," both Job Corps and One-Stop must be very knowledgeable about each other's programs and take*active* steps to link customers to appropriate services.

Example of Separate Locations but Linked Activities

Example 1. Separate Locations but Strong Referral Linkages. At this site, Job Corps is one of several "second tier" partners. Although Job Corps staff are not co-located at the center, the One-Stop center has well-developed referral mechanisms to direct customers to the appropriate categorical programs and services, regardless of location. Despite the separate location, Job Corps youth can also co-enroll in One-Stop preemployment services, when needed. According to the One-Stop respondent, " Job Corps is part of the extended family of One-Stop."

CHALLENGE 4: DEVELOPING STAFF CAPACITY TO CARRY OUT EFFECTIVE LINKAGES

One of the major challenges to linking Job Corps and One-Stop systems is the lack of good information about Job Corps among One-Stop staff and visa versa. Both regional and local Job Corps staff indicated that One-Stop staff are often ill-informed about Job Corps target groups, its services, and its unique residential nature. In some cases, One-Stop staff may simply lack adequate information. As one One-Stop director stated, "When One-Stop counselors work with youth, especially school dropouts, they primarily think of local services—Job Corps may not be in the forefront of their minds." In other cases One-Stop staff have the mistaken impression that Job Corps is appropriate only for youth on probation. As another One-Stop director indicated, "Job Corps needs to work on its image." Similarly, Job Corps staff often do not know about the One-Stop partners' programs, and so they cannot make appropriate referrals to those programs. Thus, a critical step in developing effective linkages is improving the understanding by staff about each other's program.

Strategy 1: Providing Cross-Training to Job Corps and One-Stop Staff

Whether staff were co-located or not, many sites found cross training Job Corps and One-Stop staff to be extremely helpful. Several sites had a formal training process through which staff from each program learned about the other partners' programs. This training included information about the types of individuals who were appropriate for the program and what services were provided. Sites reported that such cross training was essential to ensuring good referrals to each other' program.

Usually cross-training involved staff from each agency making presentations to other staff about their programs. For example, every six months one OA contractor made presentations at One-Stop staff meetings to provide an overview of Job Corps services and the eligibility requirements.

In one site, these presentations were augmented by "role reversals" where staff would role-play an intake interview and eligibility determination for other programs. This resulted in greater appreciation of roles as well as a better understanding of services when assisting customers. The OAP administrator reported that "reports from employees are positive—they have greater positive regard for each other's jobs and job responsibilities."

Another site arranged for a professional trainer from the state training institute to develop and facilitate cross-training in co-enrollment procedures.

In addition, Job Corps staff often were trained in how to use One-Stop resources. One site reported that Job Corps placement staff went through a "tremendous amount of training" in how to use labor exchange database and how to electronically access labor market information to enhance their ability to place Job Corps participants in jobs.

Even in sites that did hot have formal training, Job Corps staff made concerted efforts to "spread the word" about Job Corps so that the One-Stop staff could inform youth about Job Corps and refer youth to OA staff when appropriate. Without formal arrangements to guarantee cross training, however, one respondent emphasized that she constantly needed to provide information about Job Corps to new One-Stop staff.

Strategy 2: Arranging Tours of Job Corps Centers

In addition to training, sites located near Job Corps Centers reported that arranging for One-Stop staff to tour the Job Corps center was very beneficial. These tours allowed One-Stop staff to observe the environment in which students work, learn, and live; observe the type of educational and vocational training provided; and to talk with Job Corps participants about the program.

Examples of One-Stop Staff Touring Job Corps Centers
Example 1. Arranging Tours to Improve Referrals. This OA contractor provides One-Stop center employees with regular opportunities to tour the nearby Job Corps center, observe different program areas, and hear from Job Corps trainers about the program and its benefits. These tours have given One-Stop staff insights about out-of-school youth, their special needs, and the diversity of services provided by the Job Corps program. As a result, they are much better prepared to make appropriate referrals to Job Corps.
Example 2. Arranging Tours for One-Stop Management and Staff. As part of her role on the One-Stop management team, this OAP contractor arranged to hold a management team meeting at the nearby Job Corps center, which was catered by the culinary arts students. As a result, managers were excited to have witnessed the students' enthusiasm and the culmination of the training process. Because of the success of having managers tour the Job Corps center, she subsequently arranged for all One-Stop staff to tour the center.

Strategy 3: Fostering On-Going Communication

Several respondents reported that raising One-Stop staffs' awareness of Job Corps was not sufficient and that procedures to ensure ongoing communication were essential.

As discussed above, having Job Corps staff attend One-Stop staff meetings was one mechanism to foster communication. Examples of other means to facilitate communication include:

- *E-mail linkages*. Even though this OAP contractor was not located at the One-Stop center, staff are linked to the One-Stop center through interoffice e-mail. They use this system to obtain referrals from other agencies as well as learn about center activities, such as cross training opportunities.
- *Voice-mail linkages*. OAP staff in this site are included in the One-Stop office voice mail system. This arrangement helps communication with center staff and provides more seamless access to assistance by participants.
- *MIS linkages*. Developing specific mechanisms for sharing information about applicants and participants is another way to foster ongoing communication. This information sharing can be through hard-copy reports or access to automated One-Stop MIS systems in sites that have developed a common MIS. Examples of common MIS systems are presented in Chapter III.

III. Recruitment and Referral Linkages

WIA encourages Job Corps systems to coordinate recruitment activities with One-Stop systems "to the extent practicable." As discussed in Chapter I, although WIA legislation suggests developing recruitment linkages with One-Stop centers, it does not require using One-Stop staff and partners to conduct outreach and admissions (OA) functions. Rather, WIA suggests that OA functions be implemented through arrangements with One-Stop centers.

Because WIA requires a broad range of One-Stop partners and requires youth services be delivered through One-Stop systems, One-Stop systems will likely attract a wide-range of youth who are interested in training services. As a result, Job Corps will have substantial opportunities to coordinate recruitment activities. Having a large pool of youth from which to select participants can also potentially result in enrolling more appropriate youth into Job Corps. Thus, coordinating recruitment activities with One-Stop centers may help further Job Corps' goal of increasing student retention.

Job Corps systems face a number of common challenges as they attempt to coordinate outreach and recruitment with One-Stop systems. These challenges include:

- Developing effective joint marketing procedures with One-Stop systems to promote services to youth customers.

The first challenge is to effectively market Job Corps services through collaboration with One-Stop systems so that Job Corps can reach a wide range of youth customers. Linking marketing efforts can also increase One-Stop's ability to reach a broad spectrum of youth.

- Ensuring effective referrals to and from One-Stop partners.

Job Corps also needs to develop referral mechanism to ensure effective referrals from One-Stop partners. Establishing clear procedures for *actively* referring youth can make a difference in whether recruitment linkages are effective and in whether youth are served appropriately by both Job Corps and One-Stop systems.

- Lessening competition with One-Stop partners for youth customers.

Another challenge is to reduce competition between Job Corps and One-Stop partners for youth customers. Many respondents indicated that such competition was a significant barrier to sharing information about youth applicants.

CHALLENGE 1: DEVELOPING EFFECTIVE JOINT MARKETING PROCEDURES WITH ONE-STOP SYSTEMS

Effectively marketing Job Corps through One-Stop systems can yield several benefits, including increasing referrals of youth customers to both Job Corps and One-Stop and reducing duplication of efforts.

Although many local Job Corps systems have succeeded in recruiting youth participants through traditional methods (e.g. advertising in the media), several sites that we contacted found that marketing Job Corps jointly with One-Stop services can enhance their recruitment efforts. As one respondent indicated, "One-Stop is our number one target for outreach to youth."

Below we describe common strategies Job Corps and One-Stop systems use to market each other's services to youth customers.

Strategy 1: Participating in One-Stop Orientations

One strategy is for Job Corps staff to make presentations about Job Corps at One-Stop orientations. Most One-Stop centers hold regularly scheduled orientation sessions at which the different services available through the center are described. These sessions offer good opportunities for Job Corps staff to provide youth customers with an overview of the Job Corps program, including its eligibility requirements and enrollment procedures. Many Job Corps respondents reported that providing information about Job Corps to One-Stop customers has increased applicants' interest in and referrals to Job Corps.

Although making presentations at One-Stop orientations is more common when OA staff are co-located at One-Stop centers, even when OA staff have a separate location, they can still be included in the One-Stop orientation to market Job Corps services.

Examples of Participating in One-Stop Orientations to Market Job Corps

Example 1. Making Presentations to a Wide Range of One-Stop Customers. This OAP contractor operates out of a local One-Stop center and participates in the weekly One-Stop orientation. OAP staff has a scheduled time within the general orientation session, where they show an informational video and provide detailed information about Job Corps. In addition, this One-Stop center has special orientations for different types of customers. As a result, this OAP contractor also makes presentations to TANF participants during orientations for TANF customers, and School-to-Work customers seeking services delivered through the One-Stop center.

Example 2. Participating in Weekly One-Stop Orientation Sessions. Like other One-Stop partners, Job Corps staff at this One-Stop center have opportunities to provide an overview of the program and answer questions youth may have at the weekly One-Stop orientation. Job Corps staff are scheduled to make their presentations at the end of each One-Stop orientation.

Strategy 2: Distributing Job Corps Marketing Materials at One-Stop Centers

A second strategy is to distribute Job Corps marketing materials at One-Stop centers so that a broad range of applicants can learn about Job Corps. Most One-Stop centers have reception rooms in which informational materials are available for many different programs. Some centers have VCRs available so that customers can watch videos about programs they are interested in. Examples of Job Corps marketing materials that OA staff have made available in these reception rooms include posters, flyers, videos, and informational pamphlets. In addition, Job Corps staff often display marketing materials in other visible areas throughout the One-Stop center—such as the resource rooms and bulletin boards. Job Corps OA staff also distribute marketing materials to One-Stop customers at local events, such as One-Stop sponsored job fairs and "media days."

Strategy 3: Including Job Corps and One-Stop in Each Other's Marketing Efforts

A third strategy is for Job Corps and One-Stop outreach staff to jointly market each other's services. Several of the One-Stop centers we contacted include Job Corps in their marketing efforts because it helps them attract a wide range of customers. For example, some One-Stop staff present Job Corps as a training option during their one-on-one meetings with youth.

At several sites, One-Stop centers include Job Corps OAP staff in their job fairs, which are held at One-Stop centers and throughout the local community. As part of these broad One-Stop marketing efforts, Job Corps staff are invited to display informational booths, distribute program information, and answer questions about the program.

Such joint marketing can be mutual. Some Job Corps staff who are co-located in One-Stop centers also actively market One-Stop services because it lets youth know that Job Corps services can be accessed through One-Stop centers. In one local area, Job Corps staff discovered that because youth seek employment and training services at a nearby One-Stop center, Job Corps staff participated in marketing efforts with One-Stop partners at that center.

Examples of Marketing Each Other's Services

Example 1. Marketing Job Corps through One-Stop Outreach Efforts. A business representative from this One-Stop center, who is responsible for marketing the full range of One-Stop services to the local community, includes information about Job Corps in these efforts. Because the One-Stop center has already established a strong working relationship with a number of community-based organizations, youth-serving organizations, and employers, this joint marketing has greatly increased Job Corps' exposure in the community. Job Corps staff report that they have experienced increased "walk-ins" because of One-Stop's promotion of Job Corps.

Example 2. Marketing Job Corps on One-Stop Web Pages. Some One-Stop systems inform customers about Job Corps electronically, by including Job Corps as a training option and posting Job Corp enrollment information in their state One-Stop Web pages. One-Stop staff reported that including Job Corps as a training option in their marketing efforts "broadens the menu of services for youth."

Example 3. Marketing One-Stop Services to Attract Youth to Job Corps. One local Job Corps system is located in a One-Stop center and encourages youth applicants to seek Job Corps services at the full service One-Stop center or its four satellite offices. As part of its advertising campaigns, youth are directed to seek services at the One-Stop center, where youth are referred directly to the Job Corps reception area, or are referred by the One-Stop greeter to Job Corps staff.

CHALLENGE 2: DEVELOPING EFFECTIVE REFERRAL PROCEDURES

Developing effective standards and procedures for referrals is a significant challenge for some sites that we contacted. To effectively refer customers, Job Corps and One-Stop staff used several approaches: (1) actively referring youth to ensure the "no-wrong door"

approach, (2) staffing the common intake desk at the One-Stop center, (3) including Job Corps in the One-Stop intake forms and procedures, and (4) designating key staff to coordinate referrals.

As noted in Chapter II, although referral arrangements may involve One-Stop staff providing some initial screening of youth for Job Corps, in no cases did One-Stop staff actually screen and enroll youth for Job Corps. These functions were always retained by Job Corps staff, even in the sites with the most integrated staffing arrangements.

Strategy 1: Making Active Referrals to Ensure the "No Wrong Door" Approach

DOL has indicated that although co-location is not required of all partners, customers need to encounter "no wrong door" when applying for services. This means that regardless of which partner program they initially contact, customers need to be able to learn about and initially access appropriate services. With this approach, youth applicants can access Job Corps not only at the One-Stop center through OAP staff, but also through One-Stop's affiliated partners, including educational institutions and local community based organizations.

Among the sites we contacted, this no-wrong door approach is seen as particularly critical to ensure access to Job Corps by youth who live closer to One-Stop centers than to a Job Corps center or OAP office. For example, in one site, a One-Stop center partner has an agreement to refer youth interested in long-term training to Job Corps. Even though OAP offices and the closest Job Corps center are located great distances from the One-Stop center, youth were still referred to Job Corps because of Job Corp's coordination and collaboration with One-Stop's partners.

Generally, sites report that having One-Stop or Job Corps simply inform customers about the other program and giving them the address and phone number where they can apply for services are not enough to ensure effective referrals and achieve a true "no wrong door" approach. These *"passive referrals"* provide no staff follow up to ensure that youth customers actually access the services to which they are referred.

In contrast, *"active referrals"* that involve staff in the referral process were far more effective. Job Corps and One-Stop staff developed a wide variety of strategies to ensure active referrals between their two systems. These strategies are particularly useful when Job

Corps staff are not co-located at the One-Stop center, but they also enhance referrals even when staff are co-located. These active referral strategies include the following:

- Making telephone referrals. In some areas, One-Stop staff call Job Corps OAP staff directly to refer youth applicants. One-Stop staff provide OAP staff with basic client information and in some cases, One-Stop staff even make follow up calls to OAP staff to make sure youth were served by Job Corps. Moreover, one local Job Corps site has included the OAP staff member in the voice-mail system at the One-Stop center so that both youth applicants and One-Stop staff can leave messages directly for the OAP staff.
- Making e-mail referrals. Some local One-Stop centers refer youth to OAP staff by e-mail. In these cases, One-Stop staff use the e-mail system to forward information about youth applicants to OAP staff, including initial eligibility and contact information.
- Developing forms to document referrals. Some sites have developed a special form to document referrals that are made between Job Corps and One-Stop. As a result, each staff are aware of who has been referred to their system.
- Scheduling intake appointments at One-Stop centers. In several sites, One-Stop staff schedule intake appointments for youth to meet with OAP staff who visit One-Stop centers to conduct intake interviews.
- Using automated client information systems. In some sites, One-Stop staff gather as much information about applicants as possible so that they can refer appropriate applicants to Job Corps staff. This information is then entered into an automated system that Job Corps staff can access to learn about youth who were referred to Job Corps for services.

Examples of Making Active Referrals

Example 1. One-Stop Scheduling Appointments for Youth Interested in Job Corps. One-Stop staff in several local areas refer participants to Job Corps on a regular basis. To ensure that youth applicants are interviewed by Job Corps, One-Stop staff set up intake meetings for OAP staff who visit the One-Stop center. One-Stop staff believe that making scheduled appointments for OAP staff also ensures that OAP staff can spend their time efficiently while at the One-Stop center.

Example 2. Using an Automated Client Information System to Make Active Referrals. In another local area, active referrals are made possible with the help of automated client information systems at the One-Stop center. After collecting extensive information about potential customers, One-Stop staff then refer appropriate youth to Job Corps. Job Corps OAP staff, who are co-located at the One-Stop center, can the access the automated system to learn about youth who were referred to Job Corps and obtain demographic information and information about specific services that customers have already used.

Example 3. Making Telephone Calls to Follow-up on Referrals. Staff in this One-Stop system make follow-up calls to other agencies to assess clients' needs and make sure they receive alternative services. For example, in one local area, One-Stop staff making referrals to Job Corps not only provide youth with OAP staff's telephone numbers, but also contact OAP staff to let them know that youth are being referred. One-Stop staff also inform youth about OAP staff's next scheduled visit to the One-Stop center.

Strategy 2: Job Corps Helping to Staff the One-Stop Intake Desk

Another strategy to ensure effective referrals is for OAP staff who are co-located in One-Stop centers to help staff the One-Stop common intake desk. One-Stop centers typically have a single reception desk, which is staffed by a "greeter" who provides customers with information about the center's services and refers them to appropriate programs to meet their needs.

In some local areas, OAP staff who are co-located on a full time basis are fully integrated into the One-Stop center and share One-Stop functions. Some OAP staff was cross-trained to assist other One-Stop partners at the common intake. Working at the common intake desk helps local Job Corps staff identify potential Job Corps participants and direct youth to other Job Corps staff at the One-Stop center.

Examples of Job Corps Staffing Common One-Stop Intake Desk

Example 1. Staffing the Intake Desk to Increase Referrals. OAP staff co-located at this local One-Stop center have a variety of cross-functional responsibilities, including serving as staff at the reception desk. OAP staff indicated that staffing the reception and common intake desk increases Job Corps' presence at the One-Stop center and enables OAP staff to answer questions youth have about Job Corps. Because of these staffing arrangements, Job Corps staff have seen an increase in referrals to Job Corps.

Example 2. Job Corps Staff Serving as One-Stop Greeters. OAP staff at another One-Stop center rotate responsibilities at the reception desk to perform "greeter" functions. The One-Stop greeter is responsible for directing customers to a wide range of categorical programs delivered through the One-Stop center, including Job Corps. OAP staff working at the reception desk refer youth directly to the Job Corps reception area located in the One-Stop center.

Example 3. Job Corps Staff Conducting Pre-Screening at Intake. Referrals from One-Stop staff to OAP staff are possible at this local One-Stop center because Admissions Counselors have been cross-trained to cover staff positions at One-Stop, including reception and intake. OAP staff believe that because of their role at the One-Stop center, the quality of referrals is higher because OAP staff can conduct more extensive pre-screening.

Strategy 3: Including Job Corps as an Option on the One-Stop Intake Form

Another strategy is to explicitly integrate Job Corps into the One-Stop application procedures. To ensure that youth who might be interested in Job Corps are referred, some One-Stop systems include Job Corps as a service option on the One-Stop common intake form.

Example of Including Job Corps on One-Stop Intake Form

Example 1. Including Job Corps on the Integrated Intake Form. In one local area, Job Corps and One-Stop staff use an integrated intake form to refer youth to programs. The integrated intake form lists all the services provided at the One-Stop center, including Job Corps. Applicants interested in Job Corps indicate this on their intake form and are either immediately referred to a Job Corps representative located on-site for an interview appointment or encouraged to attend a One-Stop orientation to learn more about Job Corps and other programs. These intake forms are placed in a basket and One-Stop staff process them immediately.

Strategy 4: Designating a Key Staff Liaison to Coordinate Referrals

A fourth strategy identified by Job Corps staff is to designate key staff to handle referrals from One-Stop staff. This strategy can help to eliminate potential confusion about whom to contact for referrals so that referrals can be processed effectively.

Example 1. Designating a Single Job Corps Liaison. A single local Job Corps staff is responsible for handling all the recruitment and referral functions at this One-Stop center. All One-Stop staff are aware that a Job Corps liaison is co-located at the One-Stop center and make referrals directly to her.

Example 2. Using a Liaison to Coordinate Referrals. In another local area, referral linkages to Job Corps resulted from the work of one OAP staff person, who served as they key liaison for OAP functions and One-Stop staff in the local area. Because she was the only contact person for Job Corps, One-Stop staff could easily refer youth to her while avoiding confusion and letting youth "fall through the cracks."

CHALLENGE 3: REDUCING COMPETITION FOR YOUTH CUSTOMERS BETWEEN JOB CORPS AND ONE-STOP

One of the most difficult challenges facing Job Corps is to reduce the competition with One-Stop partners for youth customers. Some Job Corps systems have developed innovative strategies to reduce competition for youth applicants.

Strategy 1: Clearly Defining Job Corp's Role in One-Stop Systems

One strategy to gain cooperation from One-Stop partners in their recruitment and marketing efforts is to emphasize that Job Corps is different from other youth programs. This strategy helps One-Stop staff see that Job Corps services can broaden the menu of services for youth customers.

Some Job Corps respondents indicated that even though local One-Stop staff may be familiar with Job Corps, One-Stop staff need to be convinced that Job Corps services are a complement—not a competitor—with other youth services available at One-Stop centers.

Job Corps systems have identified the following ways to ensure that Job Corps is viewed as "complementary" to other youth services provided under One-Stop:

- Emphasizing the unique features that distinguish Job Corps from other youth programs. Job Corps staff who emphasized Job Corps' distinguishing features were able to lessen competition for youth applicants and thus received referrals from a broad range of One-Stop partners. Among the key features emphasized by Job Corps staff include its residential component, its year-round programs, and its acceptance of youth from a broad age range.
- Emphasizing the benefits of Job Corps program for special youth populations. Many Job Corps emphasize how Job Corps can benefit special youth populations—such as those with difficult home environments. Some One-Stop centers have responded positively and better see how Job Corps can increase options for youth. One One-Stop staff viewed Job Corps as "a crucial piece of the (One-Stop) puzzle."

- Emphasizing the flexibility of the Job Corps program in enrolling youth, especially its open-entry, open-exit policy. Some One-Stop centers saw that Job Corps' open-entry, open-exit feature was an important addition to their menu of youth services.

- Outlining different services to be offered by each One-Stop partner. In another local area, Job Corps and One-Stop staff developed a formal written agreement that highlights the different services to be provided by One-Stop and Job Corps. Making this distinction can be useful in clarifying the goals of the Job Corps program and, in the long run, reduce competition for the same youth applicants.

- Emphasizing Job Corps as a community resource. In some local areas, Job Corps staff have emphasized that their services are of benefit not just to youth but also to the community. Job Corps staff indicated that stressing this aspect of Job Corps helped lessened competition between Job Corps and One-Stop for youth clients. For example, in one site, Job Corps and One-Stop often collaborate on community advocacy projects. The spirit of collaboration was most evident during the opening of the One-Stop center, when the Job Corps Catering Department provided free food and beverage for the festivities. According to both Job Corps and One-Stop staff, these kinds of activities have all contributed to a spirit of collaboration rather than competition.

Strategy 2: Sharing Credit for Client Outcomes

Another strategy to ensure cooperation from One-Stop partners and reduce competition for youth customers is to develop arrangements to co-enroll participants. As a result such procedures, both systems can share credit for client outcomes and are more willing to make appropriate referrals to each other's systems. Examples of these co-enrollment procedures are presented in Chapter V.

IV. COORDINATED SERVICE LINKAGES

In this chapter, we discuss Job Corps' efforts to coordinate services with One-Stop systems. This chapter focuses on linkages to enhance training and supportive services for Job Corps participants during training. Chapter V addresses linkages to enhance placement-related services.

Although WIA does not require Job Corps to establish linkages with One-Stop systems for services to participants who are in training, One-Stop partners can offer a host of opportunities to enhance Job Corps training activities. Under WIA, One-Stop systems are required to have broad range of partners to provide services for youth and adult customers. These partners can offer a variety of services to Job Corps participants, including training services—especially school-to-work opportunities—and supportive services—especially for non-residential students.

Job Corps faces two key challenges in its efforts to coordinate services with One-Stop.

- Linking Job Corps participants to training available at One-Stop centers.

Job Corps can broaden its service options for youth by linking them to additional training opportunities through One-Stop centers, in conjunction with their Job Corps training. To coordinate training linkages, Job Corps needs to link curricula in the two systems and arrange for youth to be co-enrolled in another program.

- Ensuring that youth have access to additional supportive services available through One-Stop.

Although Job Corps provides an array of supportive services to participants, some participants—especially non-residential students—may have supportive service needs that cannot be addressed directly by Job Corps. Job Corps can respond to these participants' unmet supportive service needs by linking them to resources available through One-Stop centers.

CHALLENGE 1: LINKING JOB CORPS PARTICIPANTS TO ONE-STOP TRAINING TO ENHANCE JOB CORPS TRAINING

Job Corps participants can benefit from a variety of training activities available at One-Stop centers, including vocational and GED training. Job Corps respondents indicated that co-enrolling Job Corps participants in training available at One-Stop centers is advantageous for both participants and Job Corps systems because: (1) Job Corps participants can

participate in additional training programs to supplement their Job Corps training, and (2) Job Corps systems can broaden the available services to youth usually at no additional cost. Indeed, one Job Corps staff expressed appreciation that "One-Stop services don't cost anything" and tries to take advantage of training services available at the local One-Stop center as much as possible.

Several other Job Corps centers and their staff reported using three key strategies to link training activities with One-Stop partners: (1) using One-Stop centers to enhance School-to-Work training goals, (2) co-enrolling participants in a vocational training, and (3) co-enrolling participants in GED training through One-Stop centers.

Strategy 1: Using One-Stop Centers for School-To-Work Training

One of Job Corps' five principles of high-quality services is infusing School-to-Work (STW) principles into Job Corps training. To accomplish this goal, some Job Corps centers have collaborated with One-Stop systems to support their school-to-work efforts. Under WIA, vocational educational systems are required partners in One-Stop and many of these systems are developing School-to-Work programs. Job Corps can take advantage of these efforts by coordinating their own STW efforts with One-Stop partners.

Local Job Corps staff have developed several approaches to link STW training activities with One-Stop. First, Job Corps sites enroll participants in both school-based and work-based activities at One-Stop centers as part of their School-to-Work efforts. Although coordinating work-based learning activities with One-Stop is more common among Job Corps centers that we contacted, some Job Corps centers are also linking participants in school-based learning activities. Second, One-Stop partners can be sources of information about ways to implement STW principles. Third, Job Corps can use One-Stop centers as a source of information about STW worksites for Job Corps. Fourth, some Job Corps Centers are using One-Stop centers as actual worksites for School-to-Work activities. Below we provide examples of each of these approaches.

Examples of Coordinating with One-Stop to Provide STW Training
Example 1. Using One-Stop for both Academic and Work-Based Activities. One Job Corps center co-enrolls participants in an academic and work-based STW training

program through the One-Stop center for 22 weeks. For the first 11 weeks, participants enroll in GED training. Upon successful completion of their GED instruction, participants' progress to a vocational training program called Construction Works for another 11 weeks.

Example 2. Using One-Stop as a STW Resource. Job Corps staff at this site takes advantage of the One-Stop center for a variety of activities related to STW. First, Job Corps places participants at the One-Stop center for work experience activities and other real-life work assignments. Second, One-Stop staff assist Job Corps staff to find other STW worksites in the local area. Third, Job Corps staff also seek assistance from the local One-Stop center to implement its STW policies and use One-Stop's "Mentorship Handbook" to train Job Corps instructors on how to implement STW activities.

Example 3. Using One-Stop to Identify STW Worksites. In another local area, the Job Corps Center works closely with One-Stop staff to identify potential worksites for Job Corps' School-to-Work program. A business representative from the One-Stop center markets Job Corps to employers who may be interested in participating in Job Corps' STW program.

Example 4. Using One-Stop as a STW Worksite. One Job Corps Center uses the local One-Stop for a variety of work-based activities for its School-to-Work program. Job Corps participants from the Office Careers and Data Entry program can spend 6 to 8 weeks working at the One-Stop center to gain work experience. During their work experience assignment, Job Corps participants are "under close supervision" by One-Stop staff to ensure participants are receiving adequate work-based training. In addition, Job Corps participants can job shadow One-Stop staff; One-Stop staff also serve as formal mentors for Job Corps participants. One-Stop staff reported that they enjoy working with Job Corps participants and are pleased when participants graduate and get jobs. A One-Stop staff member said, "It is like seeing your children grow up and move on."

Example 5. Planning STW Linkages with One-Stop. In some local areas, Job Corps efforts to coordinate STW activities with One-Stop are in the planning stages. For example in one site, Job Corps and One-Stop staff have established linkages to refer youth to each other's services. Because of the success of these activities, One-Stop staff want to provide internship and work experience opportunities for Job Corps participants at the One-Stop center.

Strategy 2: Co-Enrolling Participants in Vocational Training Available Through the One-Stop System

Several Job Corps Centers link participants to training opportunities by co-enrolling them in another training program provided by One-Stop partners. This strategy can enhance Job Corps' training activities and benefit participants interested in additional training unavailable through Job Corps.

Example of Co-Enrolling in Vocational Training

Example 1. Co-enrolling Job Corps Participants to Increase Vocational Options. One Job Corps center located at a One-Stop center co-enrolls a number of participants in JTPA. According to Job Corps staff, co-enrolling Job Corps participants in JTPA provides them access to a variety of resources available at the One-Stop center, including JTPA-funded vocational training opportunities. For example, Job Corps participants who wish to pursue training in vocations not offered by Job Corps can co-enroll in one of many training programs provided by JTPA. Job Corps participants can also enroll in advanced training opportunities through JTPA once they have completed their Job Corps training.

Several Job Corps sites reported that although they have not yet coordinated with One-Stop to enhance vocational training, they are currently developing plans to do so. For example, in one Job Corps Center, staff are making arrangements to link Job Corps' culinary training program with a similar program offered by JTPA through the One-Stop system. The local Job Corps Center envisions that Job Corps and JTPA will engage in a "training swap" whereby participants will co-enroll in JTPA and receive hands-on instruction through a local worksite developed by the JTPA program. In return, JTPA participants will co-enroll in Job Corps' culinary training program. Job Corps staff strongly believe that this linkage, when it comes to fruition, will pave the way for further collaboration to enhance training activities for Job Corps participants.

Another Job Corps Center and One-Stop staff are planning on co-enrolling Job Corps participants in a JTPA-sponsored program to train youth in intensive career exploration and pre-employment work maturity skills. This program, to be carried out at the One-Stop center, is specially designed for high school drop-outs and youth with serious barriers to

employment. Job Corps and JTPA will share credit for student outcomes. Additional linkages to support placement-related services are discussed in Chapter V.

Strategy 3: Co-Enrolling Participants in GED Training Available at One-Stop

Another strategy is for Job Corps to coordinate GED instruction with One-Stop partners to meet the special needs of participants. Job Corps sites that we contacted stressed that the proximity of One-Stop centers to a Job Corps center enabled them to successfully link participants to GED training.

Job Corps staff used several approaches to coordinate GED training for participants while they are enrolled in Job Corps. For example, in one area, Job Corps participants who do not complete their GED course at Job Corps can continue their GED training at a local One-Stop center. In another site, Job Corps participants can co-enroll in GED training through One-Stop. Participants who co-enroll in a GED program available through this One-Stop center can receive college credit upon successful completion of the course. Participants take the GED classes simultaneously with their vocational training at the Job Corps center.

Example of Co-Enrolling Job Corps Participants in a One-Stop GED Program

Example 1. Co-enrolling in a GED Program. In one local area, Job Corps participants co-enroll in GED training in the evenings while they participate in Job Corps training during the day. One-Stop staff were pleased with this linkage and noticed the high caliber of the Job Corps students. As a result, One-Stop staff have designated some Job Corps participants to serve as informal mentors to other youth participants.

Challenge 2: Ensuring Access to Additional Supportive Services

WIA does not require that One-Stop centers provide supportive services; it does, however, authorize a wide range of supportive services for participants. In addition, the multiple One-Stop partners required under WIA will mean that many social service agencies will be linked to the One-Stop system. Job Corps staff can help participants access these additional services to ensure that participants successfully complete the program. These supportive services include training-related needs—such as childcare for non-residential students—and personal and family related needs—such as health care.

Several strategies were used to ensure participants receive a range of supportive services while they are enrolled in Job Corps. These strategies include:

- Using One-Stop electronic databases to find out about supportive services in the community. Job Corps staff frequently use electronic One-Stop databases to learn about additional supportive services for participants. For example, in one local area, OAP staff and One-Stop youth customers can use a countywide childcare provider database available at the One-Stop center to help clients locate childcare providers.
- Making active referrals to One-Stop partners. When participants have special needs, Job Corps staff refer them to local One-Stop centers for additional help. For example, staff from one Job Corps Center often refer non-residential Job Corps participants to the nearby One-Stop center for a variety of supportive services needs, including personal needs such as clothing, and housing needs such as information on rental assistance and utilities.
- Co-enrolling to increase access to supportive services. Several sites reported that Job Corps students who co-enroll in programs through One-Stop partners have access to additional supportive services, to address unmet needs they may have during training.
- Providing supportive services at the Job Corps Center with resources from state One-Stop system. One Job Corps Center we contacted can provide additional supportive services on-site with additional resources provided by state One-Stop funds. As described below, these resources broadened supportive service options for Job Corps participants.

Examples of Supportive Service Linkages with One-Stop

Example 1. Co-enrolling Job Corps Participants to Access Supportive Services. In one local area, Job Corps participants who are co-enrolled with a One-Stop partner can access supportive services, including childcare assistance. When Job Corps participants are co-enrolled, they are eligible to receive childcare vouchers through a local welfare-to-work initiative. Job Corps participants are then referred to the local childcare provider where childcare vouchers can be used.

Example 2. Increasing Access to Supportive Services through One-Stop. In this local area, Job Corps participants can receive two types of additional supportive services

available at the One-Stop center while they are enrolled in Job Corps. First, Job Corps participants with children can receive childcare assistance that is available at the One-Stop center through a state-funded child care program for youth enrolled in school. Second, Job Corp participants have access to free family planning services, including counseling and birth control, through One-Stop's partnership with Planned Parenthood.

Example 3. Using One-Stop Resources to Fund a Childcare Center. Another local area has access to resources from the state One-Stop system at the Job Corps Center. Through donated funds from the state One-Stop system, the state Department of Social Services funded a child care center built on site at the Job Corps Center. This arrangement was made possible by extensive collaboration between state-level One-Stop staff and local-level Job Corps staff.

V. PLACEMENT LINKAGES

WIA particularly encourages linkages between One-Stop and Job Corps for placement services. The legislation calls on the Job Corps system to use One-Stop systems "to the fullest extent possible" for placement of graduates in jobs. Although One-Stop partners need not perform placement functions, Job Corps placement specialists are encouraged to make use of One-Stop resources.

In addition, Section 148(a)(1) indicates that Job Corps centers need to provide Job Corps enrollees with access to the range of both core and intensive services that are required of One-Stop systems. Most of these services are related to placing participants in either jobs or training. Although it is possible for Job Corps to provide these services directly, linking Job Corps youth to One-Stop to access these services avoids duplication of effort and likely increases the range of placement-related services available to Job Corps youth.

Most One-Stop *core services* are related to job search and placement assistance and to assistance in entering additional training. WIA indicates that participants are to have access to labor market information (LMI), including job listings, information about skills needed for various jobs, and information about occupations in demand in the local area. Many One-Stop systems have well-developed LMI systems that could greatly assist Job Corps youth in finding employment after leaving Job Corps. Further, One-Stop systems are required to gather and publish information about training providers, including performance information, and assist in establishing eligibility for financial aid for training. This information and assistance can be helpful for youth seeking additional training after Job Corps. Information about the availability of supportive services in the area can assist Job Corps youth in transitioning into either employment or additional training. Finally, One-Stop systems are to make follow-up services available for 12 months after individuals are placed in employment. These services can help Job Corps youth retain the jobs into which they are placed.

Most of the One-Stop *intensive services* are also placement-related, including comprehensive assessment to identify appropriate careers, counseling to identify employment goals and objectives, career counseling and planning, and training in "prevocational skills" related to learning about the world of work.

Although linking Job Corps and One-Stop placement efforts offers the potential for substantial benefits, Job Corps faces several challenges in making such linkages effective, including:

- Helping Job Corps youth access core services available in One-Stop centers.

Many of the One-Stop core services are available on a self-service basis. Typically, One-Stop centers maintain resource rooms that include computers, by which customers can access information electronically, as well as substantial amounts of written materials. Although One-Stop staff are usually available to orient customers to the services and answer questions, most customers are expected to use the resources on their own. Several sites reported that their challenge was helping Job Corps participants learn how to make the best use of these self-access services.

- Helping Job Corps youth access to One-Stop intensive services, such as job search training workshops and career counseling.

One-Stop intensive services can complement Job Corps efforts to help youth choose careers, learn about the world of work, and learn how to search for a job. Typically customers must be enrolled in a specific partner program to participate in these more intensive services. The challenge for Job Corps is to develop procedures to link Job Corps youth to those partners providing more intensive One-Stop services.

- Developing links to help Job Corps youth enroll through One-Stop in alternative or additional training, when appropriate, after leaving Job Corps.

Placing Job Corps youth in additional training is a positive outcome under the Job Corps performance standards system. Linkages with One-Stop can enhance the ability to place Job Corps youth into additional training, because One-Stop offers substantial information about training resources available in the local community, and some One-Stop partners can potentially fund additional training for youth after they leave Job Corps. To take advantage of these resources, Job Corps needs to develop linkages with One-Stop partners to facilitate Job Corps youth's access to this additional training.

- Encouraging Job Corps youth to use post-placement services through One-Stop.

WIA emphasizes long-term outcome measures for Job Corps and calls for post-placement services, which are available in One-Stop centers, to help Job Corps participants retain employment. An important challenge, therefore, is for Job Corps to develop strategies to encourage Job Corps youth to use these One-Stop resources after they leave Job Corps.

- Reducing competition for job listings between Job Corps and One-Stop systems.

A major challenge to linking Job Corps with One-Stop placement services is the potential competition between the two systems for employer contacts and job listings. Job Corps and One-Stop can use several strategies to lessen this competition and foster a more collaborative relationship between the two systems.

CHALLENGE 1: HELPING JOB CORPS YOUTH ACCESS ONE-STOP CORE PLACEMENT SERVICES

Most One-Stop centers have established resource centers that contain a wide variety of tools to help customers find jobs. Although the types of services and information available in these resource centers varies greatly among One-Stop systems, most One-Stop centers have tools and resources in the following areas:

- Self-access assessment and career planning tools. Although some centers provide only printed materials—such as guides to careers in specific occupations—most centers offer a variety of automated and multi-media tools as well. Examples of these products include: interest or skill inventories, informational videos on career choices, software to help write resumes, and linkages to additional career planning resources available on the Internet.
- Labor market information, such as unemployment rates and projected employment trends within the area, state, and nationally; current and projected wages for specific occupational fields; and employers in specific industries.
- Computerized job listings, such as databases containing state and local job listings. All states are developing systems that provide customers with access to automated job listings via computers located within One-Stop centers. These technologies are already operational in many local One-Stop centers.
- Electronic talent banks. On these systems, customers can post their resumes, which employers can access electronically.
- Information about education and training providers and other community resources. Some centers have libraries that contain brochures, course catalogues, and applications for educational institutions in their local areas, or in many instances, throughout the state or region. Many centers also provide career information databases that are linked to information about institutions that provide training for specific careers. Under WIA, One-Stop centers must also develop information about the performance of approved training providers statewide.

- Office support products and services, such as telephones, fax machines, word processing, and printing. These services enable customers to respond immediately to job leads they find when using other center services.

These resource rooms thus offer substantial resources to help Job Corps participants leaving Job Corps look for jobs or other training opportunities. Many placement specialists reported that the services were very helpful. As one placement specialist indicated, "The youth get a sense of what it is like to look for a job." Another contractor found that the automated assessment tools and tools for career exploration were especially valuable because many Job Corps graduates have not decided on a career.

One potential disadvantage to the One-Stop resources, however, is that many of these job search tools are "self-access" services. Although typically staff are available at resource rooms to orient customers to these services and help them get started, the tools in these centers are usually automated and customers are expected to use them on their own. Several Job Corps sites have developed strategies to help Job Corps youth use these self-access services effectively.

Strategy 1: Teaching Job Corps Youth to Use One-Stop Self-Access Services

One strategy to help Job Corps youth use One-Stop resources is for Job Corps placement specialists to tutor youth about how to use the various job search tools. The approach to providing this assistance varies depending on whether or not Job Corps placement specialists are co-located at One-Stop centers.

Placement specialists who are co-located at the One-Stop center are generally available to help Job Corps youth use self-access services. For example, the Job Corps placement contractor co-located at one One-Stop center is readily available to work one-on-one with Job Corps students. He walks students through the job listings and assists them in getting their resumes on-line.

In cases where placement staff are not co-located, Job Corps staff can escort small groups of Job Corps participants to nearby One-Stop centers and teach them how to use the resources. The following are three examples of this approach.

Examples of Helping Job Corps Youth Use One-Stop Resource Rooms

Example 1. Helping Youth Use One-Stop Services Extensively. Although the One-Stop center near this Job Corps center has a youth resource room, One-Stop staff were concerned that they did not have enough staff resources to adequately help Job Corps youth. Thus, Job Corps staff took the initiative to learn about One-Stop resources and help youth access them. As a result, each week the instructor of the Exit Readiness class takes groups of 2 to 10 Job Corps youth to the nearby One-Stop center. The instructor helps these youth learn how to use the automated job bank, career resources on the Internet, newspapers, and other self-access resources. The instructor emphasized, "This is not just a one-day visit." After being oriented to the services, Job Corps students may spend up to 3 days a week at the One-Stop center when looking for a job. The instructor reported that the breadth of resources available at the One-Stop centers has helped many youth find jobs; even students from other states have been able to learn about employment opportunities in their home state. Further, these self-access services encourage Job Corps youth to be self-directed in their job search, which will be useful when they need to look for work in the future. "Coordination has opened many doors that were unopened in the past," reported one placement specialist.

Example 2. Providing Orientation to One-Stop Services through Two Classes. At this Job Corps center, the Occupational Exploration Program (OEP) class tours the nearby One-Stop center to learn about the breadth of resources available in the resource room. The instructor teaches students how to obtain and review labor market information to help select careers and how to use resume preparation software, job listings, newspapers, telephone, and computer resources. This tour (1) enhances OEP instruction, (2) provides an opportunity for students to learn about job search and career resources at the One-Stop center, and (3) provides an opportunity for students to tour a workplace. Toward the end of students' tenure at Job Corps, students in the World-of-Work class return to a One-Stop center, where the instructor reacquaints them with the resources and encourages them to use One-Stop not only when leaving Job Corps but also whenever they are between jobs or interested in changing jobs or careers.

Example 3. Helping Job Corps Youth Begin to Use One-Stop Resources. This placement contractor's staff believe that, because One-Stop centers emphasize self-directed services, it is important to orient youth to the services available in the One-Stop center and show them how to use automated tools. As a result, the placement specialist escorts 2 to 5 youth to the One-Stop center and provides individualized tutorials on using the Internet and using career exploration tools to improve students' job search. Resources that are particularly valuable include resume writing tools, job banks, on-line labor market information, and a directory of training providers. Once placement staff feel that the youth are aware of One-Stop services and can use them effectively, they refer youth to One-Stop centers for placement assistance. The placement staff report that youth prefer resources available in the One-Stop center because they have access to a wider array of information and resources unavailable from the placement contractor directly.

Strategy 2: Accessing One-Stop Resources Electronically

A second strategy for accessing One-Stop placement services is for Job Corps centers or placement contractors to establish electronic linkages to the information in the One-Stop system.

One approach used by several Job Corps centers is to have One-Stop "kiosks," consisting of computers with remote access links, set up at the center. Often the One-Stop system provides these computers to the Job Corps program and trains Job Corps placement specialists in how to access and use the tools and databases. In exchange, Job Corps may be required to submit reports on the number of participants using the kiosks so that One-Stop can track its usage rates.

Another approach used by other Job Corps sites is to access some of the One-Stop system's tools and databases via the Internet, without the need to connect to specialized networks. Although this approach requires less specialized equipment, typically fewer resources are available on-line through the Internet than through the One-Stop center. For example, often proprietary assessment tools cannot be accessed via the Internet.

In addition, DOL has developed a reference manual that provides information on how to access current labor market information on the Internet. This product provides Job Corps staff access to integrated information about current and projected labor-market demands for different occupations and vocational offerings. The National Office of Job Corps is currently providing training to various Job Corps constituents on how to use this product.

Examples of Accessing One-Stop Resources Electronically

Example 1. Locating Kiosks at the Job Corps Center. This Job Corps center has two kiosks at the center that provide electronic linkages to One-Stop. Job Corps participants can use these to access to the state's job bank, America's Job Bank, America's Learning Exchange, and on-line resources to help with resume preparation and job search assistance.

Example 2. Using One-Stop Electronic Kiosks to Place Out-of-State Youth. This center also has One-Stop computers located at the center. The Job Corps center is formally designated as a One-Stop satellite office, so the general public can use the computers as well. Job Corps staff use the resources to place out-of-state youth before they terminate from Job Corps. They use the information available to help youth understand the labor markets in the cities where they hope to relocate. Having these computers at the center also helps youth become acquainted with One-Stop technology, which will help them use One-Stop centers in the future. As one staff member indicated, "If placement contractors aren't using One-Stop, they are missing out on a

valuable asset. For more continuity, it would be helpful if the entire Job Corps system, including private contractors, were using One-Stop resources."

Example 3. Accessing One-Stop Resources through the Internet. Another Job Corps center accesses One-Stop system via the Internet. Participants can use a center computer to find out about job openings in the local area as well as throughout the region.

CHALLENGE 2: ENCOURAGING JOB CORPS YOUTH TO USE ONE-STOP INTENSIVE SERVICES

One-Stop centers also typically offer a wide range of intensive services, such as workshops to teach job seekers about how to look for a job and job clubs, in which job seekers share their experiences and job leads. These One-Stop intensive services can augment placement specialists' workshops and other services to help Job Corps youth find and retain employment.

In our discussions with sites, respondents often indicated that Job Corps participants could participate in these workshops, but the number taking advantage of that opportunity was small. To be effective, therefore, Job Corps staff need to *actively* help Job Corps participants enroll in these One-Stop workshops. Strategies that sites used included:

- Developing specific procedures to co-enroll Job Corps youth into the programs sponsoring the workshops. Although some workshops and other intensive services may be available to all One-Stop job seekers, more often these workshops are funded by categorical programs and participants must be enrolled in specific programs.
- Arranging with the sponsoring program to make slots available for Job Corps youth.
- Arranging the logistics that allow Job Corps youth to attend the workshops, such as transportation to the One-Stop center.
- Linking the content of Job Corps and One-Stop workshops so that participants see the benefit of attending both.
- Arranging for Job Corps staff to participate directly in the workshops. In one site, discussed below, Job Corps staff led the workshops on a rotating basis.

Sites reported several benefits to having Job Corps youth participate in One-Stop workshops: (1) One-Stop contributed additional resources to help Job Corps learn how to look for work, (2) the content of the One-Stop workshops reinforced the content of the Job

Corps classes, (3) attending workshops with other job seekers provided a "reality check" on the challenges in finding work, and (4) the workshops provide additional peer support in learning how to look for work.

Examples of Encouraging Job Corps Youth to Enroll in One-Stop Workshops

Example 1. Job Corps Staff Actively Participating in One-Stop Workshop. Job Corps youth at this site can enroll in a variety of One-Stop workshops, including workshops on employer expectations, how to dress for success, interviewing skills, and resume tips. These workshops complement the Job Corps center's Exit Readiness classes. Each week, the One-Stop center reserves four slots in the job readiness workshop for Job Corps students. Job Corps staff facilitate the job readiness workshop on a rotating basis, leading the workshop about once every two months. Another workshop called "Meet the Boss" is especially popular with Job Corps youth. This workshop features local employers who discuss what characteristics they look for in potential employees and gives suggestions for job interviews and resumes. Job Corps staff also report that being with non-Job Corps participants in these workshops give youth a sense of the competition they face when they are seeking employment. Staff reported that the advice and support from One-Stop staff complement and reinforce Job Corps services: "Sometimes it helps for students to hear the same thing from different voices."

Example 2. One-Stop Workshops Reinforcing Job Corps Message. Youth at this Job Corps center may attend One-Stop workshops on resume writing, interviewing skills, and job search techniques. Job Corps staff reported that One-Stop workshops underscore the fundamentals of employability that are also emphasized in Job Corps. Youth also benefit from the diversity of workshop participants, who came from all walks of life.

CHALLENGE 3: LINKING JOB CORPS YOUTH TO ADDITIONAL TRAINING PROGRAMS THROUGH ONE-STOP

A number of Job Corps placement staff developed linkages with the One-Stop system to enhance their ability to place Job Corps youth in alternative or additional training programs when youth leave Job Corps. Helping youth who successfully complete Job Corps but who want to pursue additional training enroll in such training also helps both the Job Corps system and Job Corps youth.

Strategies that respondents indicated help make these One-Stop linkages to additional training effective include:

- Establishing good communication between Job Corps and One-Stop about youth who may need alternative training. For example, in one site, Job Corps staff provide progress reports on youth who were referred to Job Corps by the

One-Stop center. If these youth appear to not be succeeding in Job Corps, One-Stop staff work quickly to help place them in an alternative training program.

- Providing youth with up-to-date information about alternative training sources available through One-Stop.
- Scheduling appointments with One-Stop staff for youth who are interested in further training after Job Corps.

CHALLENGE 4: ENCOURAGING YOUTH TO USE ONE-STOP POST-PLACEMENT SERVICES

As discussed above, WIA emphasizes providing post-placement services to Job Corps youth who enter employment to help them retain employment. The shift to longer-term outcome measures reinforces this emphasis. To succeed on the 6- and 12-month employment retention standards, Job Corps may need to take a more active role in helping youth get the services they need to remain employed. This help may include assistance in becoming reemployed if participants lose their job after placement or supportive services that Job Corps youth may need to be able to stay employed.

Although few Job Corps sites currently have extensive linkages to ensure post-placement services, several respondents identified the potential benefits of linking Job Corps youth to One-Stop centers for post-placement services. For example, several respondents indicated that helping Job Corps youth learn about One-Stop placement services not only helps them find jobs immediately, but also can help them find additional jobs or help them change careers in the future. As one respondent indicated, helping youth access One-Stop resources "is a good educational tool. Youth learn how to gather important job information off the Web before they leave the center. This will help them to use these information resources effectively in the future." Another respondent indicated that he hoped that as a result of placement linkages "Job Corps youth will continue to rely on One-Stop resources for their employment needs throughout their lives."

Further, as emphasized in Chapter IV, many One-Stop centers have a broad range of partners that offer a wide array of supportive services. Thus, linking youth who are leaving Job Corps with One-Stop partners can help youth get the assistance they need to stay employed. For example, one One-Stop center has 45 affiliated partners, including social service agencies and community based organizations. Job Corps placement staff indicated that linking with One-Stop has given Job Corps youth the supportive services that they may

need to transition out of Job Corps more smoothly, such as housing services, childcare, and service to provide clothes needed at work.

CHALLENGE 5: REDUCING COMPETITION BETWEEN JOB CORPS AND ONE-STOP PARTNERS FOR JOB OPENINGS

As with recruitment, competition between Job Corps and One-Stop staff can pose a significant barrier to developing effective placement linkages. Several sites have tried to lessen this competition, using the following strategies.

Strategy 1: Co-enrolling Youth in Multiple Programs

Job Corps, JTPA and the new WIA adult and youth programs all have accountability systems that measure their success in placing participants in jobs or additional training. As a result, arranging for both Job Corps and One-Stop partners to share credit for positive outcomes for placing Job Corps youth by co-enrolling them in multiple programs is a key to reducing competition and fostering collaboration.

Some sites routinely co-enroll all Job Corps youth looking for work in other programs, such as ES or JTPA. In other sites, co-enrollment is limited to youth entering more intensive services, such as workshops.

Examples of Co-Enrolling Job Corps Youth
Example 1. Co-enrolling Youth for Additional Placement Assistance. In this site, JTPA staff work with Job Corps staff in placing youth leaving Job Corps. Job Corps youth are enrolled in JTPA and assigned a job coach at the One-Stop center to help them find jobs. As a result of co-enrollment, positive outcomes count for both the JTPA and Job Corps programs.
Example 2. Co-enrolling all Exiting Job Corps Youth. All exiting Job Corps youth co-enroll in One-Stop services in this site. As a result, Job Corps benefits from better access to placement resources, and One-Stop benefits from an increased flow of customers using its services. Both the placement contractor and One-Stop share credit for positive outcomes for co-enrolled youth.

Strategy 2: Sharing Job Listings

Another strategy to reduce competition is for Job Corps and One-Stop to agree to share all job listings with each other's systems. In this way, Job Corps and other programs can be assured that,

even though they give other programs access to their job listings, they will also benefit by receiving additional job openings from those programs.

Example of Sharing Job Listings
Example 1. Requiring All One-Stop Partners to Share Job Listings. In this site, Job Corps placement staff and One-Stop job developers share information about job openings. The Job Corps staff can access the One-Stop information on job listings via three One-Stop satellite computers at the Job Corps center. In addition, One-Stop job developers fax job listings that are appropriate for youth directly to the Job Corps. In exchange, Job Corps staff also share job listings for youth with the One-Stop center. Job Corps placement staff use the job listings from One-Stop to develop school-to-work and leisure time employment, as well as place Job Corps youth leaving the program. The placement staff reported that this arrangement has greatly expanded their ability to place youth. Previously the placement staff's limited time made locating jobs for youth difficult; now the One-Stop job developers "act as adjunct Job Corps placement staff by spreading the word about Job Corps to private employers and forwarding on job opportunities."

Strategy 3: Sharing Facilities and Staff

The third strategy to reducing competition is for One-Stop and Job Corps to share facilities and staff. Several respondents indicated that co-location of Job Corps placement staff at One-Stop centers has increased their ability to develop cooperative working relationships with One-Stop partners. Because they saw each other frequently, they were more aware of each other's activities and were better able to informally help each other and share job leads.

Similarly, at sites where One-Stop and Job Corps jointly staffed some activities, the relationship between Job Corps and One-Stop staff was more cooperative and collaborative.

Examples of Sharing Location and Staffing
Example 1. Job Corps Staffing One-Stop Placement Activities. At this One-Stop center, Job Corps placement staff supervise and partially staff a job order hotline, which was established by a consortium of retail businesses in conjunction with the One-Stop system. From this hotline, Job Corps staff take job orders for One-Stop partners and well as the Job Corps program.
Example 2. Co-locating Staff to Increase Cooperation. At this site the Job Corps placement contractor is co-located at One-Stop center. This arrangement increases the placement

specialist's visibility to other job developers and facilitates sharing of information about job leads. As added benefits, co-location has increased the Job Corps placement specialist's access to employers and reduces the negative impression that some employers have associated with the Job Corps program.